

**GOVERNMENT OF THE DISTRICT OF COLUMBIA
Department of Human Resources**



August 26, 2011

VIA ELECTRONIC MAIL TO: jamesAmclaughlin@gmail.com

Mr. James A. McLaughlin
D.C. Open Government Coalition
1602-V Belmont Street, N.W.
Washington, D.C. 20036

Re: Freedom of Information Appeal 2011-56

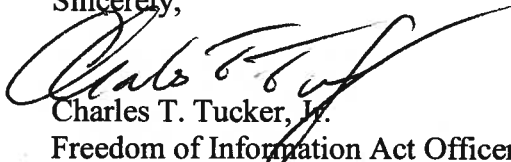
Dear Mr. McLaughlin:

After conducting an initial search of documents responsive to your FOIA Appeal of July 25, 2011, the D.C. Department of Human Resources submits the attached responsive documents.

Please take notice that some official files are inactive, and not immediately accessible, however, this Agency has requested access to those files, and when they are available, this Agency will conduct a thorough and diligent search, and inform you of any other documents that may be responsive to your FOIA Appeal.

If you have any questions about this response, please contact Stephanie Ferguson, of my office. Ms. Ferguson may be reached at (202) 741-8783 or Stephanie.ferguson@dc.gov.

Sincerely,



Charles T. Tucker, Jr.
Freedom of Information Act Officer
D.C. Department of Human Resources

Electronic Attachments: 173

CTT/sbf

**Curriculum Vitae
IRVIN B. NATHAN**

REDACTED

EMPLOYMENT

General Counsel, U.S. House of Representatives, November 2007--present

Senior Partner, Arnold & Porter, Washington, D.C., 1994-2007
(Chair, White Collar Criminal Defense Department)

Principal Associate Deputy Attorney General, U.S. Department of Justice, 1993-1994

Partner, Arnold & Porter, Washington, D.C., 1981-1993
(General Civil and Criminal Litigation)

**Deputy Assistant Attorney General for Enforcement, Criminal Division,
U.S. Department of Justice, 1979-1981**

Partner, Arnold & Porter, Washington, D.C., 1976-1979
(General Civil Litigation)

Associate, Arnold & Porter, Washington, D.C., 1968-1975

**Law Clerk to Judge Simon E. Sobeloff, United States Court of Appeals
for the Fourth Circuit, 1967-1968**

TEACHING EXPERIENCE

Adjunct Professor, Georgetown University Law Center:
1995, 1996 (Ethical Issues in Federal Criminal Prosecutions)
2009, 2010 (Separation of Powers: Conflicts Between the Congress and the Department of
Justice)

Adjunct Professor, University of San Diego Law School:
1990-1991 (Advanced Criminal Justice Seminar: Federal Criminal Trials of Public Officials)
Lecturer, Washington College of Law, Summer Institute on Law & Government:
June 2010 (Congress and the Department of Justice)

PRIOR CAPITOL HILL EXPERIENCE

Special Minority Counsel to the U.S. Senate Intelligence Committee, 1981
(Investigation of former CIA Director William Casey)

Senior Counsel, U.S. House Judiciary Committee, 2007
(Investigation of firings of 9 United States Attorneys in 2006)

PUBLIC DEFENDER EXPERIENCE

Trial Attorney, Federal Public Defenders of San Diego, January-June 1991
(during sabbatical from law firm)

EDUCATION

Columbia Law School, 1964-1967
J.D., *magna cum laude*
Board of Editors, Columbia Law Review
Jerome Michael Trial Advocacy Award
Harlan Fiske Stone Scholar, 1996, 1967

Johns Hopkins University, 1960-1964
A.B., *Phi Beta Kappa*

BAR ACTIVITIES

Fellow, American College of Trial Lawyers (1997-present)
Member, American Law Institute (1994-present)
Member, American Bar Foundation (1995-present)
Chairman, Ethics Committee of the D.C. Bar, 1999-2001
Vice Chairman (2007-2008), D.C. Board of Professional Responsibility, 2004-2008
(appointed by D.C. Court of Appeals)
Chairman, Committee on White Collar Crime, Criminal Justice Section,
American Bar Association, 1982-1984;
Chairman, Ad Hoc ABA Committee on Independent Counsel Statute, 1985-1987
Chairman, Nominating Committee, D.C. Bar, 1990
Member, D.C. Bar Committee on Civility in Litigation, 1993-1996

CIVIC ACTIVITIES

President, Frederick B. Abramson Memorial Foundation, 2004-2006
Member, Board of Directors, Frederick B. Abramson Memorial Foundation, 2001-2006
Member, Board of Directors, Council for Court Excellence, 2009-present
Member, Board of Anti-Defamation League of D.C., 2009-present
UDC Law School Foundation Board, 2008-present
Past Chair, Board of Trustees, National Capital Region, American Jewish Congress

HONORS

Visionaries Award, National Law Journal, 2009
The Best Lawyers in America, 1989-2009 (each year)
American Jewish Congress, National Capital Region, Leadership Award, 1990

SELECTED PUBLICATIONS

ABSCAM: A Fair and Effective Method for Fighting Public Corruption, Chapter, *ABSCAM Ethics*, edited by Gerald M. Caplan, (May 1983);

Prosecuting a Civil Rico Case, Chapter, *RICO: Civil and Criminal, Law And Strategy*, edited by Judge Jed Rakoff and Howard Goldstein, Law Journal Press (1989);

Law Enforcement Against International Terrorists: Use of the RICO Statute, (with Kenneth I. Juster), 60 U. Colo. L. Rev. 553 (1989);

Corruption Trials: The Pitfalls, *The National Law Journal*, 4/13/81;

Confronting the Evidence of Corruption, *The National Law Journal*, 4/20/81;

Proposed Amendments for RICO: Making a Criminal Law More Civil, *The National Law Journal*, 8/31/81;

Civil RICO: A Primer on the Emerging Use and Abuse of an Elastic Treble Damage Remedy, *The Practical Lawyer*, Fall 1983;

Doubling the Treble Damage Remedy, 52 *Antitrust Law Journal* 327 (1983);

Vigilant Precautions Needed After Bank Secrecy Crackdown, *American Banker*, 4/26/85;

Civil RICO, (Part I), *The Practical Lawyer*, 12/1/83;

Civil RICO (Part II), *The Practical Lawyer*, 1/15/84;

RICO and the Search for Triple Damages, *International Financial Law*, July, 1985;

The Bank Secrecy Act, *Review of Financial Services Regulation*, 4/9/86;

Practical Considerations Concerning Internal Corporate Investigations, *Georgetown University Law Center Federal Enforcement*, 1987;

Strengthening the Independent Counsel Law Requires Judicial Review of the Attorney General's Decision (with David P. Gersch), 25 Am. Crim. L. Rev. 199 (Fall 1987);

Antitrust Precedents May Prove Useful in Many Civil RICO Cases, *The Legal Times*, 9/21/87;

A Call for Congressional Action to Reform RICO, *Civil RICO Report*, 2/9/88;

Minimizing Liability for Bank Secrecy Act Reporting Violations, *Bank Administration Institute*, December 1988;

Restraint Urged in Government Response to Inflated GSE Bids, *American Banker*, 10/31/91;

Holmes Court Advantage to Defendant, But Final Call for Congress, *RICO Law Reporter*, 4/92;

Fixing the Rule on Contacts with Represented Parties, *Legal Times*, 3/14/94;

Trial By Ambush, *The New York Times*, Op-Ed, 2/6/95;

Coordinated Criminal Investigations Between the United States and Foreign Governments and Their Implications for American Constitutional Rights (with Christopher D. Man), 42 Va. J. Int'l L. 821 (Spring 2002);

Department of Justice's Ethical Words Are Not Yet Marked By Deed, *Business Crimes Bulletin*, February 1995;

Search and Seizure of Law Offices: DOJ Guidelines Make It Easier, *Business Crimes Bulletin*, January 1996;

Civil Remedies May Be Needed to Curb Prosecutorial Abuses, *Business Crimes Bulletin*, February 1997;

Tough EEA Enforcement Reveals Need for Strict Compliance (with Nancy Perkins), *Business Crimes Bulletin: Compliance and Litigation*, January 1998;

Shekels & Hyde: Little Money, Many Lessons from Hyde (with John Massaro), *Business Crimes Bulletin*, 1999;

Congressional Reforms Needed for Improved Exercise of Prosecutorial Discretion, *Business Crimes Bulletin*, 2000;

Preventing Disclosure of Grand Jury Materials to Foreign Governments Pursuant to MLATs, *Business Crimes Bulletin*, June 2001;

The USA Patriot Act of 2001 Poses a New Threat to Grand Jury Secrecy, *Business Crimes Bulletin*, February 2002;

FCPA Ruling Raises Serious Issues for Prosecutors, Counsel, *Business Crimes Bulletin*, June 2002;

White-Collar Sentencing: A Loss of All Proportion, *Business Crimes Bulletin*, February 2003;

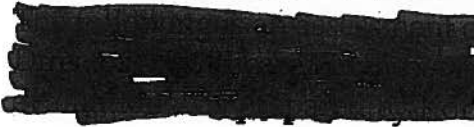
Is Bribing Foreign Tax Collectors a Federal Crime? *Business Crimes Bulletin*, June 2004;

Supreme Court Gives the Defense a Boost in Plea Bargaining, *Business Crimes Bulletin*, March 2005;

Multiple Jeopardy: Concurrent State and Federal Prosecutions for the Same White-Collar Offense, *Business Crimes Bulletin*, December 2005;

The Thompson Memo Ruling: Recent Decision May Have Little Effect on Other Cases, (with Michael S. Lewis), *Business Crimes Bulletin*, October 2006;

Taking the Fifth in Congress, *Business Crimes Bulletin*, October 2010.

 Wayne M. Turnage 

CONTACT INFORMATION

Address

REDACTED

Telephone

EDUCATION

1982

Ohio State University; Columbus, Ohio
Master of Public Administration
Verification Pending

1980

North Carolina Agricultural & Technical State University;
Greensboro, North Carolina
B.S., Social Science
Verification Pending

CAREER DETAILS

2010 to Present

**Virginia Commonwealth University (VCU)
Richmond, Virginia**

Chief of Staff

Serves as principal aide to the President of VCU. General duties include the following:

- Works as a liaison between the President and his senior management team of vice presidents.
- Provide policy analysis and strategic advice to the President on key issues affecting VCU.
- Interacts with university staff, industry, government officials, and other external stakeholders on behalf of the President; prepares or contributes to the preparation of reports, briefings, presentations, and responses on university issues.
- Manages the staff and operations in the President's office, ensuring compliance with state laws and university operating agreements.

2006 to 2010

**Office of Governor Timothy Kaine
Richmond, Virginia**

2007 to 2010

Chief of Staff

Served as Virginia's chief operating officer with the following duties:

- General management and direction of State government operations.
- Managed the staff and budget of the Governor's office and Cabinet.
- Assisted the Governor in crafting the Commonwealth's \$77 billion biennial budget.
- Provided oversight of the State's personnel system that consisted of more than 100,000 classified employees.
- Worked with Governor's office staff, Cabinet Secretaries, and agencies to develop and implement Governor Kaine's legislative policy agenda.

2006 to 2007

Deputy Chief of Staff

Served as second in command for Governor Kaine with primary responsibilities for government operations. Central duty in this capacity was the development and day-to-day management of a performance measurement system for executive branch agencies. Also served as advisor to the Governor on health care reform for the Commonwealth's Medicaid and employee health insurance programs.

Key Accomplishment:

- *Performance Management System.* Played a principal role in moving state government to a performance-based system for each executive branch agency. The newly developed system includes key outcome-based measures which are used to assess agency performance in achieving mission-related goals as well as productivity measures which are used to evaluate the efficiency of government operations in the agencies.

2004 to 2006

Office of Governor Mark R. Warner

Richmond, Virginia

Advisor to the Governor for Special Health Care Projects

Served in role as advisor to Governor Warner on Medicaid reform and general health care issues. Responsibilities in this capacity included: developing issue briefs and white papers for the Governor on the various proposals to reform the Medicaid program; working with Congressional staff and the National Governor's Association to develop legislative proposals for Medicaid reform; and representing the Governor at various meetings with advocates for the program who wanted a voice in the process for national Medicaid reform.

Key Accomplishment:

- *National Medicaid Reform.* Played a principal role in convincing congressional staff to moderate potentially harmful cuts for the Medicaid program. Briefings to staff were developed and a range of alternative proposals -- supported by data analysis on the Medicaid program -- were the vehicles used to influence shifts in the national plans for reducing the size and cost of the Medicaid program.

Director of Policy and Research, Department of Medical Assistant Services

Responsible for directing the work of the policy staff in Virginia's Medicaid program, conducting health care research studies, developing related reports, and providing briefings to the Secretary of Health and Human Resources, Governor Mark Warner, and the Virginia General Assembly. Activities of division staff subject to direction and supervision included: research and report writing; development of policies to guide the operation of the Medicaid program, promulgating regulations to ensure that program policies were consistent with federal and state law; design of disease state management programs; participation on interagency task forces to enhance coordination of Medicaid-funded activities; and development and presentation of briefings on various aspects of the Medicaid program.

Key Accomplishments:

- *Impact Analysis of Preferred Drug List (PDL) Program.* As principal author and researcher, developed the first net impact study of the PDL program in the nation which demonstrated that preferred drug lists could be used to lower the costs of prescription drugs in the Medicaid program without endangering patient health.
- *Analysis and Reporting on FAMIS enrollments.* Developed and implemented complex algorithms to establish a longitudinal file that was used to track the impact of Governor Warner's efforts to increase enrollment in Virginia's child health program.

2002 to 2004

Office of Health and Human Resources
Richmond, Virginia

Deputy Secretary of Health and Human Resources

Served as a designee for the Secretary of Health and Human Resources. Duties included the following: assisted with the development of policy to guide the delivery of health and human services by the agencies in the health and human resources Secretariat; provided oversight and monitoring of agency activities in the Secretariat; developed and presented issue or policy briefings to the Secretary of Health and Human Resources, the Governor's policy staff, and the Governor; implemented special projects at the request of the Secretary, and represented the Secretary at public meetings and speaking engagements.

Key Accomplishments:

- *Virginia Academic Health Centers (2002).* Conducted an analysis of hospital operations and a funding plan to support Virginia's academic hospitals at a time of fiscal stress for both the State of Virginia and the federal government. As a result of the work on this study, Virginia's AHCs were fully funded in both the Governor's budget and the 2003 Appropriations Act.
- *Mitigating Impact of Budget Cuts.* Worked with staff in three major human resource agencies and major providers groups to develop budget reduction plans for human services that were adequate to meet the targets imposed by the Governor while minimizing the impact on services to vulnerable citizens.
- *Statewide Database for \$300 million Program.* Headed an interagency task force to develop a database (without State funding) that allowed the Office of Comprehensive Services to report on the demographics, services, and cost for more than 11,000 children served by the Comprehensive Services Act.

1988 to 2002

Joint Legislative Audit and Review Commission
Richmond, Virginia

Chief Legislative Analyst

Designed and implemented studies in the field of program evaluation and policy analysis. Directed and monitored research activities of study teams, prepared detailed planning documents, conducted quantitative and qualitative data analysis, wrote reports, and prepared and presented briefings for a 15-member commission of State legislators. Research topics include health and human services, public safety, and general government administration.

Sample of Studies Completed As Principle Investigator

- *Review of Capital Punishment in Virginia (2001).* Principle investigator for a study of the administration of capital punishment in Virginia. Primary responsibilities included the development and implementation of a research plan to examine the use of prosecutorial discretion and the fairness of judicial review for persons sentenced to death. To assess the impact of prosecutorial discretion, a decision making model was developed using logistic regression analysis.
- *Review of the Medicaid Hospital Inpatient Reimbursement System (1999).* Principle investigator for a study of the adequacy of Medicaid payment rates to hospitals. Analyzed the impact of Virginia's DRG payment system for

hospitals, including an assessment of payment adequacy.

- *Review of the Comprehensive Services Act (1998)*. Principle investigator responsible for the design and implementation of a study to examine the effectiveness of one of the nation's first comprehensive treatment programs for children with emotional and behavioral problems.
- *Welfare Reform In Virginia: Implementation and Participant Outcomes (1997)*. Principle investigator for a study designed to examine the impact of Virginia's new welfare reform program. Study included a labor market analysis of participant outcomes and an overall assessment of program implementation.
- *Juvenile Delinquents and Status Offenders: Court Processing and Outcomes (1996)*. Principal investigator for a study of the State's juvenile justice system. Primary responsibilities included the development and implementation of an analysis designed to determine the outcomes of the juvenile court intake and adjudication processes.
- *A Review of Medicaid-Financed Long-Term Care Services (1992)*. Principal investigator for a study of the effectiveness and efficiency of Virginia's long-term care program for low-income residents. Primary responsibilities included the analysis of large recipient and payment automated files and the use of multivariate analysis to assess the soundness of the State's reimbursement system.

1985 to 1988

Governor's Employment and Training Department
Richmond, Virginia

Policy Analyst

- Worked in the Evaluation and Research Unit of the agency responsible for the general administration of the federally funded Job Training Partnership Program.
- Major responsibilities included the development of evaluation reports and policy recommendations based on the analysis of participant and labor market data from the program, and the use of statistical modeling to examine the impact of the program on the labor market experiences of special target populations.

1983 to 1985

Westat, Inc.

Research Associate

- Worked as a member of a research team responsible for designing and conducting a national study of the Job Training Partnership Act.
- Primary responsibilities were analyzing strategies used by a sample of States and Service Delivery Areas to organize and implement this \$1.6 billion job training program.
- Other duties included a case study evaluation of the Title III dislocated worker program, and assisting in the writing of various proposals for federally-funded research projects.

1982 to 1983

Manpower Demonstration Research Corporation

Research Associate

- Worked as a member of a research team responsible for studying the impact of state work programs for recipients of public assistance. Also, worked extensively with a large database to study the impact of teenage parenting on the school and work experience of teen mothers and fathers.

REDACTED

Hosanna Mahaley

REDACTED

REDACTED

SUMMARY

Dynamic leader with extensive executive-level experience in K-12 education and public/private sector organizations. Outstanding strengths include:

- Leadership/Management in large urban education organizations
- Communication with broad and diverse audiences
- Quantitative and qualitative analytical ability
- Collaboration and relationship-building
- Ability to conceptualize, plan and implement innovative ideas

EDUCATION

Fellow, Broad Superintendents Academy, (selected as a 2009 Fellow)

Fellow, Aspen Institute – Inaugural Class of Education Entrepreneurs, 2007 – 2009

Executive MBA, Kellogg School of Management, Northwestern University, 2006

- *Studied abroad in China to examine global issues in management*

Public Education Leadership Program, Harvard Business School, 2004 – 2006

Master of Education, University of Illinois-Chicago, Chicago, IL, 1999

- *Studied abroad in London, England*

K-12 Teaching Credential, California State University, San Marcos, CA, 1995

- *Mathematics, Science, Social Studies, English, and ESL*

B.A., History, Marquette University, Milwaukee, WI, 1991

- *Studied abroad in Guadalajara, Mexico*
- *Minored in Mathematics and Spanish*

PROFESSIONAL EXPERIENCE

Executive Director of Social Justice and District Innovation 2009 – 2011
Wireless Generation

Recruited by CEO to serve as a Senior Advisor. Wireless Generation serves more than 200,000 educators and 3 million students and is dedicated to creating innovative tools to help educators teach smarter. It provides innovative software, data systems, and professional services that enable teachers to use data to assess student progress and deliver individualized instruction. Examples include: mobile software that automates classroom assessments and data-based instructional decisions. Technology that analyzes student data and provides curriculum customized to individual learning needs and large-scale data systems that centralize student data and give educators and parents unprecedented visibility into learning.

- Focus areas: Importance of Early Literacy (reading by third grade) and Kindergarten
- Prepared and presented numerous high-level briefings
- Mentored and supported junior executives
- Ensured that large district implementations achieved desired student outcomes

President

2007 - 2009

Atlanta Education Fund, Atlanta, GA

Recruited to start a local education fund in the city of Atlanta, chartered by the Mayor and the city's top business leaders. Established strategic focus for the new organization: Galvanize community support to help Atlanta Public Schools accelerate and sustain student achievement. Within the first year:

- Visited all 89 of Atlanta's public schools within the first 45 days
- Recruited high-performing team and created stable infrastructure, policies, and practices
- Secured national foundation grants and began implementation of city-wide public engagement and college success efforts
- Raised 100% of campaign partner's goals, despite tough economic climate
- Established a College Success Network of 20 college access providers and 5 university leaders
- Successfully managed relationships with the organization's 28 high-profile board members including the Mayor of Atlanta, the Superintendent of Atlanta Public Schools, and many leading CEOs and community leaders, resulting in a superior evaluation and performance bonus within the first 8 months
- One of five education fund leaders selected to serve on national Strategic Planning and Membership Committee for the Public Education Network, which has 83 local affiliates across the US
- Collected and disseminated education policy "hot topics" such as teacher quality, class size, college success, and education funding
- Projects consistently delivered on-time and under budget
- Secured Op Eds and Letters to the Editor in local media
- Raised \$20M; secured \$9M in commitments in the first 6 months

New Schools Executive Officer
Chicago Public Schools, Chicago, IL

2005 – 2007

Promoted by the Mayor of the City of Chicago to manage *Renaissance 2010* – Chicago's bold initiative to close underperforming schools and replace them with high quality options. While simultaneously serving as Chief of Staff, stabilized and executed dynamic and controversial school reform initiative that directly impacted over 25,000 students by developing strategic alliances with business leaders, educators, elected officials, and grassroots community members. Managed \$200M annual budget to create and maintain an entrepreneurial, fast-paced, start-up environment. Led and created marketing campaign, key policy changes, community relations strategy, and operating procedures. Supervised and supported the activities of 30+ mid to senior level executives.

- Managed portfolio of 80+ independent schools, added 15-20 schools per year
- Innovative portfolio included: Turnaround, Single Sex, Virtual, Charter, 6-12 grade College Prep, Career Academies, and Urban Teacher Residency schools
- Ran a parent and community engagement program lauded by public officials and district leadership for its effectiveness
- Prepared, analyzed, and presented financial proposals to creatively secure additional funding; advocated with local and national foundations to bring in additional resources
- Oversaw New School selection process deemed the most rigorous in the nation
- Shared best practices among schools and within the district
- Schools consistently outperformed district on numerous measures
- Featured in Harvard Business School Case Study on differentiated management
- Profiled in the United States Department of Education's, *Innovations in Education: Supporting Charter School Excellence Through Quality Authorizing*

Chief of Staff, Chief Executive Office
Chicago Public Schools, Chicago, IL

2003 – 2006

Promoted by Chief Executive Officer to serve as second highest-ranking executive in the third largest school district in the country (+\$5B annual budget; 420,000 students; 43,000 employees; 625 schools). Initiated and executed policy changes to improve student achievement. Supported and advised executive level cross-functional team on execution of district's long-term strategy. Managed high-level external relationships and problem-solved on behalf of the CEO. Served as liaison to City Hall, city departments, sister agencies, elected officials and community based organizations.

- Led four major restructurings including layoffs
- Coordinated monthly briefings with the Mayor of Chicago (8 years)
- Launched district-wide teacher recognition program, resulting in receipt of the largest competitive federal grant received by the school district
- Developed successful community outreach strategies for major announcements, crises, and initiatives

- Spearheaded the creation of new departments (New Schools, External Affairs, and Ethics)
- Hosted VIP visitors, represented district, and spoke at national forums to increase the national presence of the district

Chief of Staff, Chief Education Office

2002 – 2003

Chicago Public Schools, Chicago, IL

Managed day-to-day operations for 600 schools. Responsible for regular and frequent communication with senior officers. Served as the Chief Executive's point person on major initiatives.

- Established "*Renaissance Initiative*," an unprecedented program to close low-performing schools, and re-open with new community-based education models
- Reorganized twenty cabinet-level departments and recruited 10+ senior leaders
- Launched website to enhance communication to over 600 principals

Deputy Chief of Staff, Chief Executive Office

2001 – 2002

Chicago Public Schools, Chicago, IL

Established a cabinet-level executive team of 40 individuals.

- First hire for the new CEO (Arne Duncan, current U.S. Secretary of Education)
- Implemented first citywide "*Back-To-School*" campaign resulting in record first day attendance with over 55,000 additional students, garnering \$10 million in funding for school district
- Coordinated "*Principal for a Day*" to promote civic interest by placing 1,400 noteworthy city executives, businessmen and celebrities in the 600 Chicago Public Schools

Special Assistant to the Mayor

1999 – 2001

City Of Chicago, Mayor's Executive Office, Chicago, IL

Began as a summer intern and promoted to Assistant to the Mayor after four months. Advised Mayor on key education policies and initiatives and served as his liaison to Chicago Public Schools and other education-based organizations. Responsible for advancing Mayor's education agenda.

- Successfully executed numerous community and media events involving education
 - Developed and established *After School Matters – Tech 37*, an award-winning after-school program emphasizing reading and technology
 - Launched summer internship program for education majors around the country to spend six weeks teaching in an urban setting; over 60% of participants returned
 - Created *Mayor's Summer Fellows*, which offered city's top high school and the nation's brightest college students internships in executive branches of city government
-

Pre-Algebra Teacher

1994 – 1997

Martin Luther King Jr. Middle School, Oceanside, CA

Developed curriculum which helped students average 2+ years growth on standardized exams and regularly win local and state mathematics competitions.

- Integrated teaching methods such as peer tutoring, cooperative groups, alternative assessment, problem-solving, and hands-on techniques
- Designed award winning extra-curricular program for 60+ students emphasizing dance, academic achievement, community service, and college preparation

HONORS AND AWARDS

- *Atlanta Woman Magazine "Community Hero,"* 2009
- *Innovations in Education, "Inside and Outside Education Entrepreneur,"* Bridgespan Consulting Group, 2009
- *Crain's Chicago Business "40 Under 40,"* 2006
- *Profiled in Northwestern University's Kellogg Business School's recruitment materials,* 2005, 2006, 2007
- *Kathy Osterman Award for Superior Public Service,* City of Chicago, 2003
- *"Outstanding Alumni of the Decade,"* California State University, 1999
- *"Teacher of the Year,"* Martin Luther King Middle School, 1997

COMMUNITY LEADERSHIP

- Board of Directors, Executive Committee (Vice-President), National Association of Charter School Authorizers, 2004 – present
- Board of Directors, Executive Committee (Secretary, Treasurer, Search Committee), Education Sector, 2008 – present
- Facilitator, Harvard Business School, Public Education Leadership Program, 2008-present (hired to serve as facilitator after participation in program)
- PTA President, Westlake High School, Atlanta, GA, 2008 – 2009
- Local School Advisory Council, Westlake High School, Atlanta, GA, 2008 – 2009
- Board of Directors, New Leaders for New Schools – Chicago, 2006
- Board of Directors, City Year Chicago, 2002-2007
- Board of Directors, Chicago High School Redesign Initiative, Chicago Community Trust/Gates Foundation, 2002-2007
- Hospitality/Weekly Fellowship Chair, Chicago Church of Christ, 2002-2004
- Community College Adjunct Mathematics Professor, East-West University, Chicago, IL 1997-1999
- Special Events Coordinator, Children's Hospital of Wisconsin, Milwaukee, WI, 1992
- Counselor/Seminar Leader, Education Opportunity Program, Marquette University, Milwaukee, WI, 1990-1992

PROFESSIONAL AFFILIATIONS

- International Association for K-12 Online Learning (iNACOL), 2009 - 2011
- National Alliance of Black School Educators (NABSE), 2009 - present
- National Black MBA Association, 2008 – present
- PTA Member (Cliftondale Elementary School), Atlanta, GA, 2007 – 2009
- CEOs for Cities, 2002-2007
- City Club of Chicago, 2004-2007
- Alpha Kappa Alpha Sorority, Incorporated
- INROADS Wisconsin, 1986 – 1989

PRESENTATIONS

- *Digital Learning – Innovation and Education Reform*, Virginia Governor's Education Summit, 2010
- *Universal Broadband Access – The Potential Benefits for Education*, Alliance for Digital Equality, 2008
- *NCLB Reauthorization: Strategies that Promote Improvement – New Schools and Urban Teacher Residencies*, Testified before the United States Senate Committee on Health, Education, Labor, and Pensions at the request of U.S. Senator, Barak Obama, 2007
- *District Portfolio Management*, New Schools Venture Fund National Summit, 2007
- *Inner City Education Fund – Embracing Innovation Conference (Keynote Speaker)*, Los Angeles, CA, 2007
- *Renaissance 2010: Combining Public and Private Sector Best Practices*, Northwestern University, Chicago, IL, 2006
- *District Portfolio Management: Charter Schools as Partners*, New Schools Venture Fund Regional Summit, Chicago, IL, 2006
- *Marquette University Minority Recruitment Dinner (Keynote Speaker)*, Milwaukee, WI, 2006
- *High Quality Charter Authorizing Practices*, New Schools Venture Fund National Summit, 2006
- *High Quality Charter Schools at Scale in Big Cities Symposium*, Seattle, WA, 2005.

####

CHARLES B. THORNTON

REDACTED

WORK EXPERIENCE:

2008-Present: Sasha Bruce Youthwork, Inc. Washington D.C.

Workforce Development Manager

Founded in 1974, the mission of Sasha Bruce is to improve the lives of runaway, homeless, abused, neglected and at-risk youths and their families in the Washington, DC area. The workforce development manager is the lead professional for the organization's extensive real estate portfolio including leased properties, and oversees all repairs, renovations and capital improvements. The workforce development manager provides direct training and management to the organization's vocational training program which offers both classroom and construction project experience in the areas of carpentry, plumbing, electrical and HVAC services to its program participants.

2007-Present: C. B. Thornton Realty, LLC Washington, D.C.

Chief Executive Officer

Founder & CEO of a progressive, real estate development, sales and property management corporation with a specialty in developing residential housing and commercial properties for non-profit and social services organizations serving at-risk populations.

1997-2007: Advanced Realty Group, LLC New Carrollton, Md.

Chief Engineer

Oversaw the maintenance, operations, construction and renovations of a ten building office complex with over one million square feet of commercial office space. Responsibilities included management of the complex's day-to-day building operations, maintenance of the mechanical equipment, electrical systems and HVAC units; supervisor building staff; design, manage and administer staff training programs; and, address tenant requests and capital improvement programs.

1996-1997

Smithy Braedon

Washington, D.C.

Chief Engineer

Oversaw the maintenance and building operations of a ten building office complex with over one million square footage of commercial office space. The complex was sold in 1997 to the Advanced Reality Group.

1991-1997

John Akridge Company

Washington, D.C.

Building Engineer

Responsible for the day to day operation of plant and building equipment. Maintain building plants with routine and preventive maintenance, as well as trouble shooting for all major equipment .

ORGANIZATIONS, ACTIVITIES & LICENSES

Landlord Advisory Committee, DC Housing Authority

DC Recovery Community Alliance

DC Department of Correction Volunteer

Reclaim Our Youth Mentoring Program

Faith Based Reentry Collaborative

Ex-offender Reentry Task Force

Drug Policy Alliance

Licensed Engineer, Washington, DC & Maryland

Licensed Real Estate Agent, Washington, DC & Maryland

National Association of Realtors

Greater Capitol Area Association of Realtors

Big Chair Chess Club

Shawn Y. Stokes
REDACTED

Baltimore City Public Schools

The Office of Human Capital

Chief Human Capital Officer, The Office of Human Capital, December 2009 – Current

- Lead the Human Capital cross-functional initiatives of the district. Collaborate with the Senior Leadership Team to develop strategic long-term goals regarding talent acquisition and retention, performance evaluation, professional development and strategic compensation to create a high performing, outcome and results oriented organization. Served as a key member of the Districts negotiation team for all unions. Negotiated the most revolutionary teachers contracts in the county.
- Lead all the human capital practices and objectives to provide an employee-oriented, high performance culture that emphasizes empowerment, quality, productivity and standards to develop a world class workforce. Implemented the districts first assessment selection center process for administrators and teachers.
- Lead, develop and execute all aspects of talent attraction and management, professional relations, employee licensure, orientation, labor relations, compensation, employee benefits, organizational change and development.

School District of Philadelphia

Office of the Superintendent

Deputy, Office of Strategic Partnerships, Office of the Superintendent, February 2009 – November 2009

- Administered and managed the Office of Strategic Partnerships, which included but was not limited to all private fundraising and development activities, marketing, management of all fiscal resources and supervision of paid staff.
- Collaborated with the School District of Philadelphia's internal offices and key leadership to develop partnership opportunities for district-wide initiatives.
- Facilitated corporate and foundation giving, research and seek national and local funders to provide funding for key School District priorities,
- Collaborated with the District's executive management team to create comprehensive development programs for the School District of Philadelphia and manages day-to-day operations of the District's 501c3 organization, the Philadelphia's Children First Fund.

Interim Chief of Staff, Office of the Superintendent, June 2008 – January 2009

- Assisted the CEO in the execution of all actions related to establishing her leadership team and the day to day administration and operation of all central and regional offices.
- Assisted the CEO in the review of policy, programs, operations and services; participates in operationalizing performance-driven goals and objectives for the District and monitors the attainment of these objectives; ensured that District activities complied with District policies and procedures.
- Advised the CEO on prominent and/or sensitive issues; overseeing projects of critical importance; coordinated the response to inquiries or concerns of internal and external parties in a timely and efficient manner.
- Participated in the strategic planning process, which strived for continuous improvement of the District.

Office of Human Resources

Senior Vice President, Office of Human Resources, March 2007 – May 2008

- Planned, organized and had oversight for the operation of a comprehensive human resources program for a staff of 100+. Provided visionary leadership and guidance in the restructuring and on-going development of strategic planning activities which facilitate the overall goals of the District.
- Interfaced closely with executive management in the division to coordinate and execute strategic plans; conducted presentations to management and staff; developed and disseminated information related to the impact of short and long range strategic plans.
- Ensured that best practices related to HR structure, systems and service delivery are implemented. Stayed abreast of and ensures that all HR activities and programs are in compliance with legal and contractual requirements.

Executive Director, Employee Entry, January 2005 – February 2007

- Oversight for day to day operations for functional areas of Certification, Instructional & Non-Instructional Staffing, Substitute Services, Recruitment & Selection, the Teacher Welcome Center and Field offices. This included staff of 60+. Lead the functional teams to make decisions that are in accordance with contractual provisions and applicable policies of the school district.
- Managed all hiring and staffing processes to ensure they are performed within the guidelines of No Child Left Behind Act of 2001. Defined and established procedures ensure state and federal compliance standards across all functional areas. Work in collaborations with all bargaining units on a daily basis to resolve staffing and other HR related issues.
- Developed strategic recruitment and staffing plans to assure alignment with the School Reform Commission. Define scope of work to achieve short and long-term goals for all employment activities.

CIGNA Insurance Company

Human Resources & Services, Recruiting Operations

Director, Recruiting Operations, August 2003 – December 2004

Assistant Director, Recruiting Operations, July 2002 – July 2003

- Responsibility for the financial, vendor, and resource management efforts that support CIGNA's staffing organization with 70 people and a \$14M budget. Partnered with staffing management team to deliver streamlined processes, cost effective tools and business model alternatives to support corporate initiatives. Managed the staffing operations team which included reporting & metrics, recruiting analysis, employee referral management and pre-employment processing.
- Led financial development and implementation of budget planning and expense management processes (approximately \$14M) that includes enterprise wide reporting and tracking for the Recruiting Community's financial budget to actual results. Manage all centralized recruiting process: Pre-Employment processing, metrics & reporting and employee referral programs. Key accomplishments include reduction in operation staff by 2 FTE's and \$200K employee reward savings.
- Managed all recruitment vendor relationships for CIGNA: applicant tracking, pre-employment processing, job board administration, search firms and advertisement. Relationship management included contact negotiation & issue resolution. Continuously evaluate technology solutions that assure cost and operational effectiveness.
- Maintained the online Recruiting & Retention Reference Manual. Revised and enhanced the manual to improve user's ability to quickly locate reference documentation, tools and templates required to thoroughly execute the hiring process.

Group Insurance, Customer Service Operations

Team Leader, July 1999 – June 2002

Business Process Owner, February 1998 – July 1999

- Led a Premium Accounting Team of Customer Service Representatives (approximately \$85mm in receivables) and managed the effectiveness of core processes performed including new case set up, account reconciliation, billing, commission payments and delinquency management for Life, Accident, and Disability products.
- Increased team operational efficiency that resulted in the set up of new cases within 5 business days of receipt, accurately allocate 90% of cash received each month, issue commission checks to agents/producers within 7 business days of premium payment, maintain less than 11% and 7% of total balance respectively for suspense and receivable greater than 90 days. (list as final bullet point) If you have the comparison point for changes above then include.
- Defined new and changed business processes for new case set up, receivables and delinquency management with a focus on workflow, technology, and financial control impacts. The new process enhancements ensured new business was installed within 5 days of receipt.
- Developed business and system requirements for the CIGNA Group Insurance Strategic Premium Administration Business Initiative. Successfully documented requirements for work distribution, delinquency management, commission and cash processing system functionality.

Investment Management

Operations Analyst, January 1995 – February 1998

Securities Control Analyst, December 1993 – January 1995

Senior Trade Processing Technician, July 1991 – December 1993

- Managed information flow and coordination of investment loan fundings with lawyers, investment bankers, Treasury Operations and Investment Accounting.
- Used structured investment analytical systems to model various mortgage deal structures. Ensured data and information were accurate and complete for total return and financial reporting. Worked closely with team to review and resolve pricing and analytic inaccuracies.
- Served as the liaison between Structured Investment Division and Investment Accounting. Researched discrepancies and determined source of data to resolve problems. Proposed, documented and implemented strategies to create a productive work environment.

Education

Masters of Science, Engineering (1996)

Connecticut State University School of Technology, New Britain, CT.

Bachelor of Science, Accounting and Business Administration (1991)

Delaware State University School of Business, Dover DE

Certification

Certified Project Manager, Program Management Leadership Group, (2002)

Professional Affiliations

Baltimore Leadership Program – Program Participant

Philadelphia Leadership Inc. – 2006 Alumni Member

Alpha Kappa Alpha Sorority Inc. - General member

Technical Skills

Proficient in Microsoft Office Suite (Excel, Word, PowerPoint, Visio, Microsoft Project & Access)

ANGELIA ROWE GARNER, ESQUIRE

REDACTED

REDACTED

EXPERIENCE

February 2011-Present

Deputy Director, D.C. Office of Human Resources. Duties included: Reviewing and processing personnel actions, preparing for and testifying before the City Council; drafting and issuance of Electronic Personnel Manual (E-DPM) issuances; assisting with implementation of the District's furlough and serving on the Labor Management Task Force on Compensation and Classification Reform..

February 2002-February 2011

Sole Practitioner, The Law Offices of Angelia Rowe Garner & Associates. Areas of practice include: personal injury, domestic relations, criminal, and estate administration.

January 2001-January 2002

Associate, Koonz, McKenney, Johnson, DePaolis and Lightfoot. Litigated personal injury, medical malpractice, and workers' compensation cases.

February 1996-January 2001

Sole Practitioner, The Law Office of Angelia T. Rowe. Areas of practice included: personal injury, domestic relations, criminal, bankruptcy, and estate administration. Gained trial experience in both the District Courts and the Circuit Courts of Maryland.

April 1991-February 1996

Paralegal/Staff Attorney, D.C. Office of Personnel, Office of the General Counsel. Represented D.C. government agencies before the Office of Employee Appeals. Prepared written decisions for the Police and Firefighters' Retirement Board. Also assisted in various Human Resource matters including the Reduction in Force (RIF).

February 1989-December 1990

Senior Claims Representative, Allstate Insurance Company. Investigated, evaluated, and settled serious bodily injury claims. Also, provided support to attorneys who represented insureds, in preparation of litigation.

August 1987-December 1988

Judicial Clerkship, D.C. Superior Court, District of Columbia.

September 1978-August 1987

Clerk/Paralegal/Law Clerk, United States Department of Justice, United States Attorney's Office for the District of Columbia. Employed in the Appellate Division, Misdemeanor Trial Section, Grand Jury Division, Civil Division, and the Felony Trial Division.

EDUCATION

May 1987

Juris Doctorate, Georgetown University Law Center, Evening Division.

May 1983

Bachelor of Arts, Sociology and Criminal Justice, cum laude, Howard University. Honors: Alpha Kappa Delta Sociological Honor Society.

June 1979

McKinley Senior High School, Honor Society, President of the Student Government.

PROFESSIONAL ORGANIZATIONS

Member of the Bar:

United States Supreme Court (1997)
Maryland Federal Courts (1995)
Maryland State Courts (1992)
District of Columbia Federal Courts (1997)
District of Columbia Local Courts (2000)

Bar Associations:

Prince George's County Bar Association
Maryland State Bar Association (Member of Leadership Academy Committee)
District of Columbia Bar Association
Maryland Trial Lawyers Association
American Trial Lawyers Association
At Large Board Member Women's Bar Association of Maryland (2006-present)
Prince George's County, Women's Bar Assoc. (President 2005-2006)
Women's Bar Association of Maryland (Pro Bono Award Recipient 2008)

Licensures

Minister, First Baptist Church of Glenarden, Maryland

REDACTED

SUMMARY OF QUALIFICATIONS

- ♦ Professional experience in identifying and assessing needs, setting priorities, and achieving mission in both public and private sector organizations.
- ♦ Knowledge of implementation strategies for public policies with practical experiences at governmental agencies and non-profit organizations.

EDUCATION

The Maxwell School of Citizenship and Public Affairs, Syracuse University, Syracuse, NY (7/99-8/00)

Master of Public Administration 2000

Concentration: Social Welfare and Labor Market Policy

The University of Michigan, Ann Arbor, MI (9/89-5/93)

Bachelor of Arts 1993

Concentration: French

EXPERIENCE

Field Office Director, GS-0301-15-04, U.S. Department of Housing and Urban Development, Richmond, VA and Washington, DC (02/09-present); 40 hours/week; Brenda Laroche, Deputy Regional Administrator; (215) 430-6621

Office of Field Policy & Management

- ♦ Serves as the senior leadership official responsible for staff of 90 while establishing management priorities for front-office field operations and administering HUD programs throughout the commonwealth of Virginia.
- ♦ Coordinate Presidential and Secretarial priorities and initiatives implementation such as Partnership for Sustainable Communities.
- ♦ Lead HUD's Region III effort to build coalitions through inter-agency collaboration as Lead Sustainability Officer with Environmental Protection Agency and Department of Transportation counterparts.
- ♦ Manage and direct HUD's field office response to disaster relief efforts and continuity of operations plan.
- ♦ Provide insightful techniques for HUD partners to effectuate community development and housing stabilization at the local level while positioning HUD to fulfill its Departmental mission.
- ♦ Establish effective networks with local community/industry groups, public and elected officials throughout the commonwealth of Virginia and Washington, DC metropolitan area.

Financial Transaction Manager, GS-0301-15-02, U.S. Department of Housing and Urban Development, Washington, DC (09/06-02/09); 40 hours/week; Theodore K. Toon, Deputy Assistant Secretary; (202) 708-0001

Office of Affordable Housing Preservation

- ♦ Determine debt relief eligibility by administering program reviews, which results in \$67 million of HUD-held debt being assigned to Qualified Non-profit Purchasers to date.
- ♦ Exemplify proficient knowledge of the Mark-to-Market (M2M) program by marketing suitable projects to 22-potential qualified non-profit purchasers at the Texas Association of Community Development Corporations annual conference with a presentation on the benefits of debt restructuring.
- ♦ Demonstrate high performance by receiving grade promotion and outstanding level ranking during employee annual assessment.
- ♦ Assess M2M restructuring projects seeking designation as Qualified Non-Profits and proffer recommendations to the Deputy Assistant Secretary pursuant to the Multifamily Assisted Housing Reform of Affordability Act and the Operating Procedures Guide for the Office of Affordable Housing Preservation.
- ♦ Impart financial analysis by utilizing underwriting model for multi-family restructured properties and render approval advice based upon economic viability and housing preservation worthiness.
- ♦ Provide technical assistance to HUD field offices and external stakeholders participating in the M2M program so that assumption and subordinate loan transactions close in accordance with Notice H 2008-04.

Executive Director, North & East Lubbock Community Development Corporation,

Lubbock, TX (1/04-08/06); 40 hours/week; Irasema Velasquez, Chairperson; (806) 787-4072

- ♦ Brokered and negotiated the land acquisition of 34-acres to be developed for housing and economic development.
- ♦ Leveraged \$2.6 million of local and federal governmental funding (HOME, CDBG and OCS) to spur growth in a state designated enterprise zone.

John E. Hall

Resume

REDACTED

- ♦ Instructed 313-individuals with five hours of financial literacy training which facilitated 23-households to obtain homeownership with mortgages in excess of \$1.3 million.
- ♦ Coordinated the production and feasible use of a comprehensive master development plan that serves as a tool for private industry to invest in low-moderate income neighborhoods with a population of 18,000.
- ♦ Spearheaded a start-up, grassroots organization with an operating budget of \$250,000 and staff of three to achieve master development plan goals adopted by the City of Lubbock.
- ♦ Fostered relationships among community based organizations, public officials, elected officials and local businessmen to effectively implement planned projects.

Deputy Director, SouthFair Community Development Corporation,
Dallas, TX (1/02-12/03); 40 hours/week; Henry Lawson, Executive Director; (214) 421-1363

- ♦ Aided organization to earn \$60,000 in grants from the City of Dallas by writing proposals seeking operating assistance and public safety programming.
- ♦ Achieved the construction of a health center by coordinating the retention of a credit-A tenant to provide health services for a period of 15-years.
- ♦ Organized accounting audits including A-133 for government reporting purposes.
- ♦ Wielded daily operations and coordinated personnel activities for five staff associates with a \$400,000 operating budget.
- ♦ Directed Fannie Mae Foundation's *Building Neighborhood Assets Initiative* to increase housing stock and to remove urban blight while improving the quality of life for South Dallas/Fair Park residents.

Director of Non-Profit Development, Upper Manhattan Empowerment Zone,
New York, NY (8/00-12/01); 35 hours/week; Nancy Devine, Senior Vice President; (212) 251-9830

- ♦ Provided management oversight to staff of five with the preparation and implementation of two job fairs with more than 50-employers seeking to hire Empowerment Zone residents trained through the agency's human capital initiative.
- ♦ Amended and restated seven workforce development contracts with service providers in order to re-direct and facilitate the achievement of program goals.
- ♦ Assessed performance of contracts to seven non-profit organizations outsourced to train, place and retain 2,000 empowerment zone residents in to employment under a \$6.7 million Workforce Development Initiative.
- ♦ Reviewed and made funding recommendations of grant proposals based upon the federal government, State of New York and City of New York's eligibility criteria, which included economic impact; feasibility; and sustainability.
- ♦ Managed and administered \$20 million non-profit portfolio consisting of human capital and tourism initiatives structured to stimulate job creation in Upper Manhattan.

Consultant, Home Headquarters, Inc.,

Syracuse, NY (5/00-6/00); 20 hours/week; Kerry Quaglia, Executive Director; (315) 474-1939

- ♦ Conducted problem analysis so that the scope of predatory lending throughout greater Syracuse was ascertained.
- ♦ Delivered feasible solutions and practical implementation strategies to client in a written report recommending modeling and collaborative theories.

Banking Officer, Bank of America, N.A.,

Dallas, TX (7/94-6/99); 40 hours/week; Pat Silva, Senior Vice President; (214) 209-0281
Real Estate Banking Group

- ♦ Served as syndication agent by administering REIT and Commercial Construction loans in a \$500 million portfolio.
- ♦ Monitored construction budgets and recommended monthly loan advances pursuant to Loan Agreement.
- ♦ Reviewed draft loan documents to ensure negotiated affirmative covenants were administratively feasible and in accordance with Credit Policy.

AWARDS/RECOGNITION

State of Maryland, Notary Public, 2008-2012

North & East Lubbock Community Development Corporation, Chairman's Award, 2006

The Real Estate Council, Associate Leadership Class, 2002-2003

New York State, Public Management Intern Finalist, 2000

DAVID A. BERNIS
REDACTED

Career Highlights

David Berns joined Casey Family Programs in July 2006, serving as Executive Vice President for Child and Family Services until January 2011. He provided strategic direction to the foundation's nine field offices in Arizona, California, Idaho, Texas and Washington, and its Indian Child Welfare office in Colorado. Field offices work directly with young people in foster care to find them safe and permanent families through reunification, kinship care, adoption and guardianship. The Indian Child Welfare office works with American Indian tribes and urban communities to enhance and develop culturally appropriate child welfare programs.

Prior to joining Casey Family Programs, Mr. Berns was director of the Arizona Department of Economic Security. He managed a staff of 10,000 employees and a budget of \$2.7 billion, leading Arizona's welfare programs, development disabilities services, employment services, child welfare, child support, aging and community services.

From 1997 to 2003, he was director of the El Paso County Department of Human Services in Colorado, where he worked to integrate child welfare and public assistance systems around the vision of eliminating poverty and family violence. He also established a diversity coalition credited with reducing annual worker turnover from 20 percent to 10 percent.

Mr. Berns was the director of two social services agencies in Michigan from 1978 to 1997. During his tenure, the state's adoptions increased annually from 950 to more than 2,000 through a contracting system that created a partnership between public and private systems.

Mr. Berns has a Master of Arts degree in Public Administration from Northern Michigan University. He also received a Master's in Social Work degree and a Bachelor's in Psychology degree from Michigan State University.

Public service, honors and professional affiliations

Mr. Berns was named Social Worker of the Year in 1999 by the Colorado chapter of the National Association of Social Workers. He also has received the Award for Excellence in Public Child Welfare Administration from the National Association of Public Child Welfare Administrators.

He has been a Big Brother since 1972 and currently serves on the boards of directors for the Center for Law and Social Policy and the National Center for Housing and Child Welfare.

LEROY A. ELLIS

REDACTED

SUMMARY OF QUALIFICATIONS

Focused management executive with extensive experience in business development, project management and marketing. Expertise in team leadership, strategic planning, and customer relations. Demonstrated ability to analyze problems and institute highly successful solutions. Offers a solid background in management and supervision.

PROFESSIONAL EXPERIENCE

PEMBROKE WEST ASSOCIATES, INC. – Washington, D.C.
Director, Program Development

1991 – 2009

Managed the marketing operations for this full service promotional marketing firm. This included client relations and team leadership. Established strategic, integrated marketing plans and initiatives for private corporations, government agencies, trade associations and public interest organizations in the Washington, D.C. Metropolitan area. Managed five sales executives and support staff. Increased annual revenue from \$350,000 to \$2 million by expanding association industry client base.

- Secured a three year renewable contract with DC Government's DC Supply Schedule with a minimum amount of \$250,000 per year and successfully surpassed that amount.
- Effectively trained, mentored and managed personnel in client needs analysis, selling strategies and campaign development. Efforts resulted in 66% increase in individual sales volume over two years.
- Successfully coordinated with customers, management, internal departments and vendors to drive overall marketing strategies and meet corporate goals.

SUNSET SPECIALTIES & PROMOTIONS, INC. – Washington, D.C.
President

1982 – 1990

Established the first minority owned branded corporate gifts company in the Washington, DC Metropolitan area to lead a team of marketing representatives in product sales. Served as company representative with corporate clients to introduce mission, convey commitment to excellence and build strong relationships.

- Fueled 34% increase in sales by recruiting account representatives to establish a new telemarketing division.
- Developed relationships with Presidential, Senatorial and Congressional campaigns through high impact marketing that offered complete range of branded products.
- Designed incentive programs that in some cases resulted in a 20% decrease in absenteeism, 15% reduction in injuries, and 32% increase in employee retention.

DISTRICT OF COLUMBIA GOVERNMENT – Washington, D.C.
Employment and Training Program
Assistant to Director

1981 – 1982

Provided assistance in policy development and writing proposals for submission to the regional Office of the Department of Labor. Designed and implemented the initial operating program for Displaced Workers. Monitored several large sub-contracts.

REDACTED

LEROY A. ELLIS

REDACTED

MONTGOMERY COUNTY GOVERNMENT – ROCKVILLE, MARYLAND
Deputy Director

1974 – 1981

In conjunction with the Director and the Chief Planner, assisted in the design of the county's master plan for providing employment services to county residents. Specifically responsible for the implementation and the daily operation, which included Employment and Training, Public Service Employment, Youth Employment and the Displaced Worker Program.

MONTGOMERY COUNTY GOVERNMENT – ROCKVILLE, MARYLAND
Director, Community Action Program

1973 – 1974

Responsible for developing policies and programs that provided specific services to the socially and economically disadvantaged citizens of the county. These programs included Head Start, Employment, Transportation and Health Services.

MONTGOMERY COUNTY GOVERNMENT – ROCKVILLE, MARYLAND
*Community Action Program
Coordinator, Employment Program*

1971 – 1973

Designed and operated programs to meet the need of the economically disadvantage citizens of the county.

EDUCATION

VIRGINIA STATE UNIVERSITY- PETERSBURG, VIRGINIA
Bachelor of Science Degree - 1966

EMILY F. DURSO
REDACTED

PROFESSIONAL HISTORY:

2004 – Present

President, Hotel Association of Washington, D.C.

2001 – 2004

**President and CEO, E.V. Housing, Inc.
Not for Profit Affordable Housing Development Corporation,
Housing Projects in the District of Columbia and Virginia**

**President and CEO, Home Rule Development Corporation
For Profit Development Company Specializing in Community
Based Mixed Use Projects**

1990 – 2001

**President, Hotel Association of Washington, D.C.
Lobbying and Advocacy for Industry, Labor Relations, Community
Outreach, Education and Training for Industry Employees, Technical
Assistance, Government Affairs, Public Relations and Media
Spokesperson**

Special Projects include:

- **Feasibility, Development and successful Legislative Path toward a new Washington Convention Center 1992 – 2000**
- **Creation of the Greater Washington Hospitality Foundation 1994**
- **Development and Application for Charter High School 1994**
- **Staffing of Greater Washington Hospitality Foundation through Opening of School and First Year 1999 – 2009, Supporting day to day operations and fundraising from inception to present day**
- **Re – Organization of all D.C. Marketing and Tourism Promotional Functions into Destination D.C. 1999 – 2000**

1985-1990

**Director of Marketing, Techworld Trade Associates
Marketing, Advertising and Sales for \$340 million Mixed Use Project
Including the Development of a Technology Museum and the opening of the
Washington Renaissance Hotel**

1984 – 1985

**Executive Assistant, Deputy Mayor for Economic Development,
D.C. Government**

1980 - 1984

**Assistant Director, Office of Economic Development, D.C.
Government
Marketing and Legislation to Promote the District of Columbia for
Business Growth and Tourism. Also ran the D.C. Committee to Promote.**

1978 – 1980

**Legislative Assistant
Office of Councilmember Polly Shackleton
D.C. City Council**

1972 – 1978

**Owner / Operator
Francis Scott Key Book Shop
Washington, D.C.**

Education:

1973	B.A., Georgetown University, History Honors
1974-76	Graduate Studies, School of International Service, American University, Chinese Studies
1976- 78	Graduate Studies, Urban Planning, Catholic University

BOARDS AND COMMITTEES

Board of Directors, Washington Convention and Sports Authority (Treasurer)	2010
Board of Directors, Destination DC	2004-Present
Board of Directors, D.C. Chamber of Commerce	2009-Present
Hospitality High School of Washington, D.C. – Trustee	1999-Present
Board of Trustees, University of the District of Columbia	2006-2009
Chair of the Board of Trustees of UDC	2009
Community College of the District of Columbia Advisory Board Member	2010
Greater Washington Urban League Board	1984 –2004
COMCAST Board of Advisors	2001 – Present
Washington Jesuit Academy – Sponsor	2001- Present

ACKNOWLEDGEMENTS

“Community Award for 2007” from the National Coalition for Justice and Inclusion

“Award for Excellence in Education 2007” from the D.C. Chamber of Commerce

“Distinguished Service Award 2008” from Richard Marriott and the Board of Hospitality High School

“Award for Philanthropy in Education 2009” from the *Washington Business Journal*

“Founders Day Award 2010” University of the District of Columbia

EMILY DURSO

PROJECT MANAGEMENT HISTORY

1982-1985 Office of the Deputy Mayor for Economic Development

- Provided support from the D.C. Government to major development projects
- Staffed effort to get the City's first bond rating
- Served as Mayor's liaison to business related organizations
- Developed legislation for the Mayor which supported business growth and retention

1985-1990 International Developers, Inc. - Techworld Project

- Assisted in creating all marketing materials and models
- Supported leasing effort including: sales presentations, Letters of Intent and handled lessee's build out requirements
- Helped staff Pre-Sales Office for Washington Renaissance Hotel
- Made presentations to lenders to syndicate loan package

1992-1999 Washington Convention Center Project (Hotel Association of Washington)

- Helped draft the RFP for a feasibility study on the need for a new Convention Center
- Developed the legislative strategy including the drafting of three separate bills to establish the Convention Center Authority, raise dedicated hotel sales taxes and establish a permanent stream of funds for marketing the Center and the City
- Lobbied all three bills through the Community and the City Council, the National Capital Planning Commission and the 24 Members of Congress on both the House and Senate District Committees

1999-2010 Hospitality High School

- Drafted a successful application for a Charter from the D.C. Charter Board
- Located and leased facility, planned and implemented full renovation from office space to school, hired all staff, set up financial management system, recruited students, raised about \$4 million over 11 year period.

1999-2000 Destination DC

- Prepared feasibility study to look at successful marketing agencies throughout the United States
- Drafted final proposal and coordinated support by members of hospitality industry
- Helped draft legislation abolishing old Convention Bureau and establishing Destination DC under the purview of the Washington Convention Center with a dedicated source of funding and explicit Board of Directors structure

2001-2004 E.V. Housing, Inc.

- At the request of International Developers, Inc. set up a Not-for-Profit moderate income housing development company
- Helped purchase, renovate and sell 140 unit project in Arlington, Virginia

2004-2010 Hotel Association of Washington

- Managed re-location of Hospitality Public Charter High School from Penn Quarter to Roosevelt Senior High School, with Donohoe Construction handled design and managed renovation of 10,000 square feet in 42 days, raised the \$1.7 million construction cost
- As Chair of the Board of the University of the District of Columbia worked with President of the University and Chairman of the City Council on the development of the Community College of the District of Columbia to open Fall 2010 at 801 North Capitol, also helped negotiate the lease

Mikelle L. DeVillier

REDACTED

OBJECTIVE:

As a quick witted, capable professional, who exudes confidence in the courtroom and displays finesse with interpersonal communications, my ultimate goal as an attorney is to refine my legal comprehension to monopolize the purposeful grey to reach a positive outcome for the represented party and to expand my areas of expertise.

KEY LEGAL EXPERIENCE:

- Extensive courtroom experience including:
 - Felony jury trials.
 - Misdemeanor bench trials.
 - Suppression hearings.
 - Juvenile transfer proceedings.
 - Involuntary Mental Commitment Petitions.
- Legal Writing including:
 - Drafting and filing motions.
 - Brief Writing.
- Ability to establish trust and communicate effectively with:
 - Victims in criminal proceedings.
 - The family of the accused.
 - Problematic/Mentally ill clients.

EMPLOYMENT:

Oct 2010-Present **Serco, Inc.**

- *Senior Legal Analyst*
- Ensures compliance with federal regulations to mitigate legal disputes.
- Acts a liaison between the client and the public to promote the client's objective.
- Maintains confidentiality by promoting the proper maintenance of personally identifiable information.

Aug 2010-Sept 2010 **LegalSource, LLC**

Washington, DC

- *Document Review Specialist; Privilege Specialist Review*
- Assigned to Skadden, Arps, Slate, Meagher, & Flom LLP & Affiliates

Sept 2005-April 2010 **NWA Conflicts Office**

Fayetteville, AR.

- *Deputy Public Defender*
- Felony criminal defense attorney representing defendants in a six (6) county area including Washington County, Benton County, Sebastian County, Crawford County, Madison County and Carroll County.
- Juvenile criminal defense attorney who is able to represent minors in all stages of adjudication proceedings from detention hearings to sentencing while balancing the rights of the minor with the often delicate relationship between parents, child, and court personnel.
- One of two full time attorneys who handle all cases from the least severe misdemeanors to the most serious felony offenses classified in Arkansas as Class Y Felonies.

- Experienced trial lawyer.
- Sept 2004-Sept 2005 **Benton County Prosecuting Attorney's Office** Bentonville, AR.
Deputy Prosecuting Attorney
- General felony prosecutor in Division 1 in Benton County, Arkansas handling the lowest class D felony to the highest class Y felony.
 - Misdemeanor domestic violence prosecutor handling cases involving family or household members.
 - Sole misdemeanor prosecutor handling all four (4) district courts in Benton county including: Bentonville District Court, Rogers District Court, Siloam Springs District Court, Benton County West District Court.
- May 2002-July 2002 **McComiskey & Diaz, L.L.C.** Metairie, LA.
Summer Legal Intern
- Prepared and filed various civil legal documents.
 - Facilitated client contact and established payment schedules.

EDUCATION:

- Aug 2001-May 2004 **Loyola University School of Law** New Orleans, LA.
Juris Doctorate
- Common law program.
 - Fall 2002 Child Advocacy Seminar Merit Award Recipient.
- May 1999-Dec 2001 **University of Louisiana at Lafayette** Lafayette, LA.
Bachelor of Arts Degree
- Major in History accompanied by a Minor in English.
 - Completed four (4) year degree requirements in three (3) years by utilizing Interim sessions, Correspondence courses, Concurrent Early Admissions Program, and receiving special permission to carry an increased course load to graduate early to attend law school.
- Aug 1998-May1999 **University of Louisiana at Lafayette** Lafayette, LA.
Concurrent Early Admissions Program
- Senior year of high school completed using college level course work while attending UL at Lafayette.

REFERENCES:

Honorable David Clinger

REDACTED

Honorable William Storev

REDACTED

Van Stone

REDACTED

**Additional references are available upon request.*

BRENDA L. EMANUEL, M.P.A.

REDACTED

Program & Budget Management – Quality & Performance Management – Strategic Planning

A highly experienced Public Administrator with extensive experience in program and budget development, business process re-engineering and evaluation techniques; has demonstrated the ability to lead diverse teams of professionals to new levels of success in fast-paced and highly visible environments. Strong technical and management qualifications with over 25 years of hands-on experience working with federal, state and local agencies, community based organizations and the general public. Proven ability to develop new programs and agencies from the ground up, analyze business needs, develop quality management policies & processes, and conduct strategic planning initiatives. Highly skilled in developing innovative and cost effective solutions to enhance effectiveness, increase access, improve quality and improve health outcomes.

ACCOMPLISHMENTS

District of Columbia Government

- Successful implementation of new legislation that created two cabinet- level agencies under the authority of the Mayor: the Department on Disability Services (DDS) and the Department of Youth Rehabilitation Services (DYRS), each department having over 400 employees. Lead the business process re-engineering for the establishment of internal process and budget controls in the management of \$112 and \$120 million dollar programming and budgets respectively.
- Lead the development of the DDS three year strategic plan that included goals and activities to improve and protect the health of the most vulnerable populations.
- Established the District of Columbia Healthcare Alliance; a new healthcare delivery system serving 40,000 uninsured District residents based on managed care principles with an operating budget of \$110 million dollars. Lead teams in the creation and establishment of operating systems, policies and procedures.
- Chaired the PeopleSoft Payroll Readiness Team to establish the go-live date for the implementation of a new software package for payroll for over 16,000 District employees.
- Established successful partnerships with the District of Columbia's major Hospitals, primary health clinics, the D.C. Hospital Association, the D.C. Primary Care Association, HMO groups, Administrative Services Organization's and other private healthcare providers to deliver health care services to the uninsured.

Ohio State Government

- Served as a member of the State of Ohio's Statewide Quality Improvement Council called Team Excellence in the Public Sector (TEPS). Also served as Fundraising Chairperson for the Council.
- Served as a facilitator for quality improvement teams across the State of Ohio Government supporting innovation and creating cost savings and efficiency.
- Lead the state in the development of a HIV/AIDS prevention community-wide plan that included over 120 planning group members from seven major metropolitan areas, community based organizations and local health department representatives.
- Served in the Office of the Governor on a special project to establish Family Resource Centers within at risk school districts statewide with the goal of reducing the dropout rate and increasing the graduation rate.
- Co-authored a planning and evaluation manual for community based organizations and trained organizations statewide on public health program development and evaluation techniques.

- Implemented a computerized billing and clinical system for a busy family medicine clinic in the inner city of Columbus Ohio, increasing revenues by \$1million dollars in the first year.

PROFESSIONAL EXPERIENCE

US Department of Health and Human Services
Health Resources and Services Administration
5600 Fishers Lane, Rockville, Maryland

June 8, 2009- Present

Public Health Liaison HRSA-Wide

Office of the HRSA Administrator (October 4, 2010- Present)
Office of Health Information Technology and Quality (OHITQ)

- Serves as the lead staff person on HRSA-wide Health IT Workforce Development activities. Develops and coordinates activities within HRSA for the establishment of an agency-wide strategy around workforce development. Works with and coordinates activities on HIT workforce development with other DHHS agencies (e.g. ONC, OMH, CDC, CMS and AHCQR). Health IT workforce development areas include providing training on Meaningful Use, establishing an electronic medical records system and collaborating with community colleges and universities on HIT workforce training and recruitment efforts.
- Serves as the Chair of the OHITQ Strategic Planning Task Force.
- Serves as the lead person on the development of new technical assistance needs around HIT and quality across HRSA grantees and staff.
- Conducts research and analysis on innovative IT initiatives including the Medical Home Model, Accountable Care Organizations, Telehealth and M-health.

Public Health Analyst (March 1, 2010 – October 1, 2010)

Bureau of Healthcare Systems, Division of Transplantation
Bone Marrow and Blood Stem Cell Transplantation Program

- Manages the Programs' budget and procurement plans. Identifies and assesses trends in Hematopoietic Stem Cell (HSC) transplantation. Prepares and analyzes legislative and budget proposals, writes legislative testimony, budget justifications and other documents related to HSC transplantation.
- Serves as the lead staff person for the Interagency Workgroup on HSC Transplantation. Coordinates activities with: a) other DHHS agencies (e.g. NIH, FDA, CDC, CMS and AHCQR); b) the Department of the Navy; and c) private organizations such as the Center for International Blood and Marrow Transplant Registry.
- Conducts analysis related to the national registry of unrelated donors of HSC in such areas as identifying and removing barriers to unrelated donor transplants; determining the optimal size and configuration of the donor registry; developing ways to improve recruitment and retention of donors, especially donors from minority populations and establishing appropriate quality standards for HSC transplants.

Public Health Analyst for the ARRA (June 8, 2009- February 26, 2010)
Bureau of Primary Care, Western Division

- Provides technical assistance to grantee agencies in support of the American Recovery and Reinvestment Act of 2009 (ARRA). Serving as a representative to public and private health center grantees communicating and interpreting program statutory regulatory requirements, policies, expectations and reporting requirements as it relates to the following programs: 1. Capital Improvement Program; 2. Facility Investment Program; 3. New Access Points Program; and 4. Increased Demand for Services Program.
- Worked with clinics to establish electronic health records systems and other HIT systems by reviewing planning documents and providing technical assistance.
- Works closely with the Grants Management Administration to ensure the government's funds are protected and that grantee agencies are administered funding that is in compliance with Federal Appropriation Laws.
- Works with health center leadership to troubleshoot grant related problems and recommend solutions for the successful implementation of program goals and objectives.

District of Columbia Department on Disability Services
1125 15th Street, Washington, D.C.

June 2006 – January 2009

Deputy Director

- Appointed by District leadership to create the operating systems to stand up this new agency. Supervised 7 managers in the successful implementation of the following areas: Medicaid Waiver, Contracts and Procurement, Budget and Spending plan development and oversight, Human Resource Management, Information Technology, Support Services, Public Information, Policy Development and Planning, Research and Analysis.
- Provided oversight of the agencies \$110 Million dollar budget. Develops spending plans, budget estimates and cost projections. Provided daily monitoring of the agencies budget. Developed online management information systems for timely monitoring of services and other program expenditures. Develops reports and gives budgetary presentations to senior staff in support of program management. Testifies before City Council concerning the agencies budget projections.
- Served as official liaison to the D.C. Office of the Chief Financial Officer on the application of financial methods, practices procedures and regulations to provide adequate oversight of the budget.
- Managed over 80 contracts for the provision of healthcare and residential support services. Served as Chair of the Rate Setting for Intermediate Care Facilities Task Force.
- Developed financial reports for budget oversight and presentation to senior management.

District of Columbia Office of Human Resources
444 4th Street, Washington D.C.

April 2005- June 2006

Chief of Staff

- Provided executive level leadership in assisting the 45 agencies and over 16,000 employees under the Mayor's Authority with human resource management needs.
- Managed the day to day operations of the department. Served as Acting Director in the absence of the Director.
- Managed the agency's \$70 Million dollar budget, contracts and procurement and other operational functions. Developed the agencies annual spending plan.

- Served as official liaison to the D.C. Office of the Chief Financial Officer on the application of financial methods, practices procedures and regulations to provide adequate oversight of the budget.
- Lead the agency in the development of a 3 year strategic plan and the development of performance measures against the budget and program goals and objectives.
- Reengineered many functional areas and developed streamlined accounting procedures.
- Developed custom online operating systems to effectively manage the agencies resources.

District of Columbia Department of Health
525 N. Capital Street, Washington, D.C.

November 2001- April 2005

Deputy Director

- Served as Director of the Health Care Safety Net Administration which provided oversight of the D.C. Healthcare Alliance; which is a program to provide health care to the uninsured.
- Managed a \$110 million-dollar budget to provide acute, primary and emergency health and inpatient care to over 40,000 District residents. Managed a 5 year contract for the delivery of services.
- Served as official liaison to the D.C. Office of the Chief Financial Officer on the application of financial methods, practices procedures and regulations to provide adequate oversight of the budget.
- Developed cost projections and financial reports for presentation at weekly oversight meetings.
- Developed all program policies, procedures and operating manuals.
- Testified before City Council on appropriations and program goals and objectives.
- Developed a 3 year strategic and operating plan for the successful implementation of a new system of care for uninsured residents of the District of Columbia.
- Worked with clinics to establish electronic health record systems.

Ohio Department of Health
246 N. High Street, Columbus, Ohio

February 1989 – August 2001

Health Planning Administrator

- Provided leadership to the Bureau of AIDS, AIDS Prevention Unit. Plans, directs, and monitors over 100 statewide AIDS Prevention Programs. Insures compliance of AIDS prevention programs with Federal Centers for Disease Control and Prevention (CDC). Responsible for implementation of the cooperative agreement between the CDC and the Ohio Department of Health. Responsible for grantee oversight, reporting, performance measures, budget oversight and training. Managed the AIDS Prevention budget. Supervised management staff.
- Chaired the Statewide HIV Prevention Community Planning Council.
- Served as agency Internal Control Manager that implements the Governor's mandated Internal Accounting Control Program. Responsible for internal controls for over 1,200 employees.
- Trained Quality Service Facilitator and Project Manager. Worked with agencies across State Government to improve systems and cut costs.
- Lead the development of a performance management system for the State Department of Health.
- Chaired the Statewide Fundraising Committee for "Team Up Ohio" which is the State's quality improvement organization.

Ohio Department of Human Services
30 E. Broad Street, Columbus, Ohio

March, 1988-February 1989

Preventative Health Program Coordinator

- Served as Preventative Health Program Coordinator working with County Department's of Human Services in the administration and management of their HealthCheck, Early Periodic Screening and Detection (EPSDT) and At-Risk Pregnancy Services Programs.
- While working in the At-Risk Pregnancy Services Program, I worked with County Department's of Human Services to ensure women received comprehensive prenatal care, especially for vulnerable populations. To ensure that pregnant women eligible for Medicaid get the care they need, Ohio Medicaid reimburses for the individual components of comprehensive prenatal care.
- Worked in the Early and Periodic Screening, Diagnostic, and Treatment (EPSDT) program. EPSDT is Medicaid's comprehensive and preventive child health program for individuals under the age of 21. EPSDT was defined by law as part of the Omnibus Budget Reconciliation Act of 1989 (OBRA '89) legislation and includes periodic screening, vision, dental, and hearing services.
- As a Preventative Health Program Coordinator I was responsible for ensuring the following: (1) assuring the availability and accessibility of required health care resources; and (2) helping Medicaid recipients and their parents or guardians effectively use these resources.
- I also assisted County Department's of Human Services in assessing the child's health needs through initial and periodic examinations and evaluations, and also to assure that the health problems found are diagnosed and treated early, before they become more complex and their treatment more costly.

M.D.M. Anesthesia, Inc.
Westerville, Ohio

July, 1987 – March, 1988

Director of Administration

- Responsible for Adamas Medical Billing Services, Inc., and the administrative management of the Pain Control and Critical Care Centers. Prepared budgets and recommended areas for reducing expenses. Increased account receivables \$60,000 per month after two months of employment.
- Met with third party payers to incorporate new and innovative procedures for medical billing reimbursement.
- Recruited clients for medical billing servicing. Developed and executed agency marketing plans.
- Developed and implemented all company policies and operating procedures.

Livingston-Lockbourne Family Health Center, Inc.
Columbus, Ohio
1289 Livingston Avenue, Columbus, Ohio

March, 1983 – July, 1987

Executive Director

- Managed the daily operations of this medical facility and also a branch office. Major responsibilities include the oversight of financial operations, accounts receivable, accounts payable, revenues and expenditures.
- Implemented a computerized billing and clinical system for a busy family medicine clinic in the inner city of Columbus Ohio, increasing revenues by \$1million dollars in the first year.
- Developed company policies and operating procedures.

- Analyzed operations to ensure effectiveness and efficiency in internal operations and to ensure best practice management principles are incorporated in daily activities.

Franklin County Department of Human Services
80 E. Fulton Avenue, Columbus, Ohio

February, 1980-March 1982

Medicaid Eligibility Determiner

- Determined Medicaid eligibility for women seeking health care, financial and other community related services for her and dependent children.

EDUCATION

The Ohio State University
Masters Degree in Public Administration with a specialization
in Hospital and Health Services Administration

Columbus, Ohio 43210
Completed 6/1983
72 Credits

The University of Cincinnati
Bachelor of Science Degree in Community Health Education

Cincinnati, Ohio 45221
Completed 8/1979
199 credits

Marion-Franklin High School
Koebel Road
Columbus, Ohio 43207
Diploma with Distinction

June 1975

HONORS AND ACCOMPLISHMENTS

Certification and Accreditation Professionals Course for IT Security, 2010
Contracting Officers Technical Representative Training, 2010
Trained and Certified in Federal Appropriations Law, 2009.
Completed NAACP Executive Leadership Training, 2009.
Completed American College of Healthcare Executives Leadership Institute, 2004.
Graduate of Project Diversity, United Way Board Training, 1992.
Received Recognition for my thesis in the Public Administration Policy Paper Award, June, 1983. Thesis entitled, "Alternative Marketing Strategies for the Nutrition Involving Columbus Elderly Program".
Recipient of a federal four-year scholarship, 1975-1979.
Recipient of the University of Cincinnati Academic Scholarship, 1978.
Recipient of the Corbett Scholarship, 1979.
Recipient of an academic achievement award, 1979.

MEMBERSHIPS AND ACTIVITIES

Chair, HRSA/Office of Health IT and Quality Strategic Planning Task Force, 2010.
Chair, D.C. Department on Disability Services Strategic Planning Task Force, 2007 – 2008.
Co-Chair, ICF/MR Rate Setting Committee, 2007.
Chair, District of Columbia, Medicaid Waiver Advisory Committee, 2006-2007.
Chair, District-wide Human Resource Transformation Task Force, 2005-2006.

Member of the Society for Human Resource Management, 2005-2006.
 Member of the District of Columbia Taskforce on Electronic Health Records, 2003-2005.
 Member National Capitol Area Public Health Association, 2003-2005.
 Member American College of Healthcare Executives, 2003-2005.
 Chair, Operational Oversight Committee for the District's Indigent Care Program, 2002-2004.
 Chair, Data and Reports Subcommittee for the District's Indigent Care Program, 2002-2004.
 Co-Chair, Health Care Quality Management Committee, 2002-2003.
 Chair, Health Care Safety Net Administration, Strategic Planning Committee, 2002-2004.
 Chair, Health Policy and Education Committee, Columbus Branch NAACP, 2001-2001.
 Ohio Hunger Task Force, Partnership Committee, 1998-2000
 Served on the Ohio Department of Health, Director of Health's Five Point Plan Strategic Planning Committee, Capacity Assessment/Needs Assessment Workgroup, 1996-1997.
 Member of the statewide planning committee for Team Up Ohio, 1996-1997.
 Member Statewide Steering Committee, State of Ohio Team Excellence in the Public Sector (TEPS), 1996-97.
 Chairperson for the Fundraising committee for State of Ohio TEPS, 1996-1997.
 Member of the Board of Trustees, North Central Mental Health Association, Columbus, Ohio 1994.
 Member of the Board of Trustees, Epilepsy Foundation, 1992-1994.
 Chairperson, Ohio HIV Prevention Community Planning Council, 1994-1995.
 Member of National Black Programming Consortia, Community Involvement Committee.
 Member of the Columbus Chapter of the American Heart Association, Minority Involvement.
 Member of the American Society for Public Administration.
 Member of the Ohio Public Health Association.
 Member of the Ohio State University Black Alumni Association.
 Member of the National Council of Negro Women.
 Founding Member of Sigma Gamma Rho Sorority, Inc., Nu Gamma Chapter, University of Cincinnati, 1978.

PUBLICATIONS AND DOCUMENTS

Editor, Department on Disability Services Strategic Plan, 2008 – 2010.
 Editor, Health Care Safety Net Administration Management Update Report, 2003-2004.
 Developed, Health Care Safety Net Administration Annual Report, 2002-2004.
 Developed, Health Care Safety Net Administration 2002-2003 and 2004-2006 Strategic Plans
 Developed Monitoring and Evaluation Manual for Oversight of Indigent Care Program.
 Editor: ONYX, NAACP Newsletter, 1998-2002.
 Developed, NAACP Strategic Plan, 1997-2002.
 Co-authored, Ohio Survey of Black Physicians and Dentists, the Final Report. Sponsored by the Ohio and American Public Health Associations. APHA Gram, 1989.
 Co-authored, A Program Planning and Evaluation Manual for HIV Education Programs: A Primer for Ethnic and Racial Minority Community Based Organizations, 1991.
 Co-authored, Weathering a Quiet Storm, AIDS in Ohio's Racial Minority Populations. Progress, 1991.

CAROLYN ANN CROSS

REDACTED

REDACTED

QUALIFICATION HIGHLIGHTS

EXPERTISE IN CORRECTIONAL AND DETENTION FACILITIES WITH OVER 25 YEARS OF PROGRESSIVE EXPERIENCE. KNOWLEDGE AND SKILLS MANAGING OPERATIONAL UNITS FROM ADMINISTRATIVE, EMPLOYEE RELATIONS, INMATE PROGRAMS, SECURITY PROGRAMS, AND FINANCIAL/BUDGET MANAGEMENT.

PROFESSIONAL EXPERIENCE

WACKENHURT(WSI)Contractor: GAO Federal Government, Wash DC 08/09/2010 to present

Provide administrative office support and customer service in GAO Office of Security preparing federal government access badges for employees and contractors to include providing access documents for visits and handling requests for facility packing. Maintain master file for each for access badges and other documents. Handle telephone calls and screen for clients/customers inquiries and when necessary directing calls to appropriate parties. Sort and distribute mail and faxes. Provide relief for other administrative assistants. Coordinate and handle supplies and supply inventories.

Office of Personnel Management FISD-Washington DC, 10/2007 to 03/03/2010
INVESTIGATIVE ASSISTANT (Federal Retirement)

Provided administrative office support which included conducting a variety of law checks at U.S. National Central Bureau, Interpol, Metro Police Department and State of Virginia. Maintain master file, correspondence and other documents. Handle telephone calls and screen for clients/customers inquiries and when necessary directing calls to appropriate parties. Sort and distribute mail and faxes. Copy and scan documents. Coordinate and handle supplies and supply inventories. Handle supervisor's calendar. Coordinated all travel for supervisor and agents.

Office of Personnel Management FISD-Washington DC 01/2005 to 10/2007
MANAGEMENT ASSISTANT

Conducted analysis, evaluation and inquiry in order to prepare reports of investigation for applicants in the area of law enforcement, employment, credit/finances, residences and educations etc.

Office of Personnel Management CSEA-Washington DC 05/2003 to 01/2005
ADMINISTRATIVE ASSISTANT/CUSTOMER SERVICE

Coordinated office wide administrative functions such as handling supervisors calendar, time and attendance, arrange travel and purchase supplies and equipment using federal government procurement guidelines, handling mail and other sensitive and confidential documents. ID media access.

CORRECTIONS CORPORATION OF AMERICA-NASHVILLE TN
WARDEN AND DEPUTY WARDEN

01/1997 TO 3/2002

Planned, supervised, guided and directed employees and inmates in the operation of a correctional facility, to include administration, coordination, reviews, and evaluations of security programs, inmate programs, employee relations, inmate health care, facility infirmary operation etc. Formulated policies and procedures, and developing facility's short term and long plans, to include preparing annual budgets.

D.C. DEPARTMENT OF CORRECTIONS-WASHINGTON DC
COMPLIANCE MONITOR

5/1994-1/1996

Provided technical and administrative support to the Director in support of special projects and correctional activities relating to such areas as human resource, financial resource, information resource, and physical resource. Also assigned as acting Assistant Warden for Operations at Correctional Treatment Facility, Washington D.C.

D.C. DEPARTMENT OF CORRECTIONS, WASHINGTON DC
SPECIAL ASSISTANT

01/1990-05/1994

Conducted studies and analysis of problems and issues related to national standards, court orders, federal rules and regulations, laws ensuring that all programs met the agency overall mission. Coordinated and achieved accreditation for the Maximum Security Facility, Lorton Virginia through the American Correctional Association.

EDUCATION:

GED: WASHINGTON DC 4/1976

STAYERS UNIVERSITY, ARLINGTON, VA, HUMAN RESOURCES MANAGEMENT(6 credit hours)

UNIVERSITY OF DISTRICT OF COLUMBIA, CORRECTIONS MANAGEMENT (62 SEMESTER HOURS-WASHINGTON DC

REFERENCES:

Joann Johnson

REDACTED

REDACTED

(previous supervisor)

Adrienne Poteat

REDACTED

(previous supervisor)

David Christy,

REDACTED

(previous supervisor)

Beverly Hill

REDACTED

(previous co-worker)

REDACTED

PAMELA E. COLLINS

Feb/March

**Education & Training – Visionary Leadership – Operations Development & Refinement
Project & Program Management – Resource Coordination
Change Management – Instructional Systems – Curriculum Design – 1:1 and Group Training
Consulting – Coaching – Communications - Presentation**

- A highly accomplished and vibrant professional with demonstrated ability to perform leadership roles in both professional and civic organizations. Proven success in blending instinctive business acumen with all aspects of management, training and coaching for increasing productivity and improving revenues. Accomplished in building the needed infrastructure to propel productivity and revenues.
- Proven success in taking unproductive chaos to finely tuned strategic direction to increase system efficiencies and workflow productivity. Verified ability to adapt to diverse organizations and teams with experience in private, nonprofit and government sectors. Demonstrated success in working with others by modeling, coaching and educating with a passion for professional development and exemplary performance.
- Dedicated to bringing projects to successful conclusion through consultative assessment, planning, organizing and exemplary attention to detail.

KEY ACHIEVEMENTS

- Completed training and organizational development assignments on numerous Federal Government capacity building projects; international consulting projects – Germany & UK, training & leadership development
- Managed training projects, developed curricula specific to competency needs, reviewed, revised and updated training material, delivered courses & learning and performance improvement events
- Coached executives, senior leaders, managers and project teams, used 360 assessments to facilitate planning toward accomplishment of strategic goals, professional & personal development
- Conducted organizational assessments in areas of climate survey & training needs assessment to improve performance & manage change
- Directed strategic planning for start-up company, established goals, direction and timelines for quarterly targets, established revised organizational structure to address division of workforce labor and company growth

EDUCATION AND CERTIFICATIONS

Master of Science, Organizational Development, American University, Washington, DC
Training Specialist Certificate, Georgetown University, Washington, DC
Bachelor of Science, Psychology, Texas Southern University, Houston, TX
Myers-Briggs Type Indicator Advanced Qualified Instructor
Office of Personnel Management (OPM) 360 Certified Coach
Booth 360 Coaching Certified Coach
DiSC Practitioner & Wilson Learning Styles Workshop Certified Instructor
AchieveGlobal (formerly Zenger Miller) Front-line Leadership Training Certified Instructor

AFFILIATIONS AND COMMUNITY SERVICE

Society of Human Resource Management (SHRM) Member
National Organizational Development Network Member
American University/National Training Laboratory (AU/NTL) Member
Institute for Inclusion Member
Leadership Arlington Member

RELEVANT CAPABILITIES/EXPERIENCES

1. **Leadership and Human Capital Development: (Current)**
 - Partners with clients to establish competencies aligned with overall organizational objectives and strategic departmental goals
 - Leads projects in the area of leadership development, project teams & systems change
 - Research and plans talent management strategies; executes workforce development initiatives, for all levels of staff
 - Demonstrates and models effective leadership characteristics in collaboration with clients
2. **Research and Developing Educational Material: (Current)**
 - Executes data collections methods via focus groups, culture & climate surveys, training assessments and designs effective training materials; makes appropriate recommendations and confers with technical staff as necessary
 - Conducts data analysis for foundation of program design and tailored interventions
 - Identifies research on "best practices" and establishes benchmarks to enhance leadership knowledge and decision making
3. **Executive and Departmental Level HR Collaboration: (Current)**
 - Interfaces frequently with Senior Executives to keep apprised of operational and workforce development challenges as related to organizational goals and strategic direction
4. **Training Plan Development & Program Design: (Recent)**
 - Functioned frequently as Curriculum Design Specialist on numerous projects: designed curriculum, maintained program documentation
 - Demonstrates knowledge of "Adult Learning Theory" by structuring course content- using various methods of instructional design - individual work, small and large group processes, case study, role-play and mini-lectures
 - Created "blended learning" Writing Course (on-line and face-to-face modules) as basic writing refresher training
 - Developed content and conducted annual national training needs assessment, planned training calendar and marketing roll-out; coordinate resource allocations for national office and field
5. **Training Facilitation, Evaluation, Analysis & Reporting:**
 - Achieved numerous master certifications and facilitates a variety of leadership training programs in addition to various skills development programs, for all levels of staff
 - Assessed training programs for readiness for Level II & III Kirkpatrick evaluations
 - Captures training program evaluation data and identifies trends, gaps in content needs, content strengths, and suggestions for future program subject areas; prepares statistical reports for future departmental planning
6. **Staff & Managers' Career Path Coaching & Development: (Current)**
 - Consulting to numerous federal agencies, conducts 1:1 and team coaching utilizing 360 assessment & other instrumented learning tools to support talent assessment and provide comprehensive feedback and guidance for career development
 - Conducts related career development training programs - Performance Management and How to Write Effective Individual Development Plans (IDP's)
 - Executive Coaching
7. **Evaluating, Engaging & Managing External Training/OD Resources: (Current)**
 - Confer with leadership and employees, as necessary, to recommend external course offering for technical, professional development, and additional certifications

REDACTED

DAMELA E. COLLINS

- Coordinate executive curriculum support - researched programs to align with competency development, industry trends and executive's interest

EMPLOYMENT HISTORY

Zenstarr Enterprises, Inc.
President & Senior Consultant
Washington, DC

2000- Present

- Partners with clients to accomplish objectives related to leadership and management development, talent assessment and management, training facilitation, program design & evaluations, and development of tailored OD interventions
- Consistently rated outstanding on event and project evaluations

PricewaterhouseCoopers
Regional Manager Training & OD
Arlington, VA.

1997 - 2000

- Advisor to Regional Partner – providing research, guidance and recommendations for Human Resource issues and trends
- Member of international consulting & training team assignments, subject areas - project management, consulting skills, global diversity training, communication and interpersonal skills effectiveness
- Researched, analyzed and provided recommendations for new leadership programs

MCI Telecommunications
Management Trainer & Internal OD Consultant
Arlington, VA.

1992 - 1997

- Facilitated Headquarters training programs and developed Train-the-Trainer course for regional staff
- Developed and conducted training needs assessment tool, analyzed results, planned and coordinated fiscal year training calendar for national office and eight regions
- Consulted to Business Unit Presidents and Senior staff to facilitate strategic planning and engage development of Critical Success Factors, for leadership roles

Washington Hospital Center
Administrative Unit Manager
Washington, DC

1986 - 1992

- Managed 24x7 staffing and patient care support operations for two in-patient units, line responsibilities – hiring, terminating and supervision of staff, recommendations on training & development activities, conducted performance reviews

American Red Cross, DC Chapter
Assistant Director Training & Development
Washington, DC

1983-1986

- Conducted training needs assessment, data analysis, and planned fiscal year training calendar for DC & Metro Area Chapters; coordinated logistics; facilitated training
- Established and managed a training budget for new training department
- Established and build effective relationships with all departments to enable pathways for new training department; strengthening internal partnerships for collaboration and feedback on training programs and anticipating additional training needs

Southwest Memorial Hospital System
Administrative Unit Manager
Houston, TX

1978 - 1983

- Managed 24x7 staffing and patient care support operations -2 in-patient units, line responsibilities – hiring, terminating & supervision of staff, recommendations on training & development activities,

REDACTED

DAMEIA E. COLLINS

conducted performance reviews

EMPLOYMENT AND PROFESSIONAL EXPERIENCE

Chief Technology Officer

Dec/2007 - Present

BlueGreen City Technology Development, LLC, Washington DC

As Chief Technology Officer, direct and manage all system development and business strategies. Currently working towards potential partnerships with Zaracom Technologies and two other leading organizations in the US electric industry and imaging technology field to position as the market niche technology integrator in three business application areas – smart power grid and metering systems, medical imaging services and providing patent-pending AI-based solutions for resolving wireless network bottlenecks and implementing performance optimization. As a founding member, have spearheaded efforts to work with major national utility companies to establish the Asian American Energy Professional Association.

Chief Technology Officer and VP of Engineering & Ops
CID Technology Group, MD

Jan/2002 – Nov/2007

As Chief Technology Officer and VP of Engineering and Ops, directed and managed all network communications and IT consulting services development and implementation for the company. Primary business activities and responsibilities included technology business development and implementation of IT engineering proposals and channel re-sales of telecom services via carrier partners. Projects involved client organizations in electric power industry and tier-1 carriers in the areas of dual-homing ISP-based WAN infrastructure buildup with managed network bundled with enterprise web hosting services, security and disaster recovery plan design and implementation.

SPRINT, INC.

Special Project Manager/ Sr. Lead Principal Engineer

May/1999 - Jan/2002

As Lead Principal Technology Architect and Special Project Manager, led a cross-functional team of 90+ Subject Matter Experts (SMEs) with US\$200 million authorized capital funding to plan, design and implement the next generation of Signaling System 7 (SS7) technology-based Sprint IP Edge network architecture enabling Sprint to enter IP/CLEC market arena for the first time in the US.

As Special Project Manager, also managed the Sprint xDSL development over core data networks (IP, Frame Relay and ATM) activities from business model analysis, network architectural design, proof-of-concept design and certification to platform and standards selections.

As Lead Principal Engineer, led IP engineering efforts in developing Sprint global IP over Satellite (IPoSAT) and Voice over IP (VoIP) network service products. Provided design and planning reviews in many Sprint E-Solutions' recent project/service initiatives, such as Virtual Private Network (VPN), Global IP deployment, Internet Center buildout, IP Hosting business development, etc.

As Lead Principal Engineer and technical liaison of Sprint Data Engineering organization, internally had regularly provided and developed Methods and Procedures (M&P), technological decisions, risk assessments, executive recommendations over broad operations and technological issues. Externally, had been participating in technology committees and working groups of major international industry organizations.

Senior Group Manager, Sprint Operations Engineering Group

June/1997 – May/1999

As Operations Engineering Senior Group Manager of Sprint Data Operations, provided senior management leadership in directing 30+ diverse technical staff composed of project managers, network managers/team leads, tier-3 & Tier-4 network support engineers, network design engineers and lab testers; provided carrier network design and operations engineering decisions and /or recommendations in the implementation and evolution of all network technology service products for the Sprint's public data networks to all levels of internal and external customers. Regularly conducted reviews/presentations of project initiatives and operations status on public network health and customer impact analysis during the executive quarterly performance reviews and semi-annual departmental "All-Hands" meetings in addition to the weekly Operations Reviews of Key Performance Index (KPI).

As OE Group Manager for the Sprint's Public Data Service Center (PDSC), had sole administrative responsibilities in managing a cost center of 5 millions (\$3M of OPEX and \$2M of CapEx) for the entire Operations Group. As a result of superior preventive maintenance and risk management, OE team consistently produced industry-leading network performance highlighted by no major network outages for Sprint comparing to other key competitors while maintaining 120% to 300% annual growth rates for Frame Relay and IP traffic volume respectively during my tenure.

Manager, Sprint Network Support and Integration Test Lab

Aug/1996 – May/1997

As Manager of Sprint Data Integration Test Lab (Operations Engineering Laboratory (OEL)) and Manager of Network Support, led a team of 8 engineers and testers to provide 4th-level network operations supports, network service product integration and certification tests and QA/vendor management services. Routinely handled complex, critical and controversial operational issues, such as the approval of deployment of emerging technologies, decision on backing out network code to minimize customers' service impacts. Activities involved major emerging technologies, such as Terabit switch routing, Gigabit switched ATM, IP and High Speed Frame (HSF), Frame Relay-ATM internetworking (FRF.8 & FRF.5), Packet/cell over DWDM/SONET and the analysis of each respective business and cost models.

DISTRICT OF COLUMBIA GOVERNMENT

Manager, DC Wide Area Network Operations

Apr/1993 – Aug/1996

Information Resources Management Administration (IRMA) - predecessor of Office of Chief Technology Officer (OCTO)

As the first Operations Chief and Program Manager of citywide IT network infrastructure since its inception, managed the planning, implementation and operations of DC Government-wide information infrastructure-District Wide Area Network (DCWAN), interconnecting with 65+ agencies located around the Washington metropolitan area Managed and coordinated inter/intra-agency information systems integration and networking activities involving complex hybrid environment including mission-critical enterprise-wide applications over 250+ IT Networks (including approx. 12,000+ PC users, 5 mainframes with 2000+ terminal users).

Built and managed the DC Government Network Operations Center (NOC) and led day-to-day citywide operations with hands-on leadership. Led the DCWAN Operations team of 6 (direct) and 40+ (indirect) agency IT network coordinators in establishing citywide operations and IT security policies and procedures, standards, resources development strategies, methods and procedures, inventory databases, configuration management, capacity planning and disaster recovery.

As a senior member of IT steering committee, I participated in developing and implementing the DC Government IT Strategic Plan, which included government-wide disaster recovery-business resumption plan, data centers consolidation, and IT infrastructure evolution plan. As the chief networking advisor and Principal IT liaison to the DC government agencies, provided authoritative advice, consultation and resolution to internal and external client agencies in streamlining and re-engineering the existing system architecture, network or IT operations. As a procurement officer's

technical representative (PO'TR), reviewed DC agencies' IT acquisitions and proposals with total annual capital budget of \$75 million.

Established and chaired the District Government Wide Area Network Technical Advisory Committee (WANTAC), which provided authoritative advisory guidance for city government-wide IT policies, program direction and technical standards to meet both government operations and citizens' needs

**Division Chief, Systems Design and Development Division
DC Office of Personnel**

Jan/1988 - Apr/1993

Managed the development and implementation of systems requirement analysis, data definition, systems architecture and actual design coding activities related to the automated personnel information network. Provided efficient and economical information services to the DC Government and the general public.

Supervised Division staff for responding to the agency service requests ranging from data query, security, troubleshooting to custom data base application development on both mainframe and PC-LAN platforms. Developed several mission-critical applications including Automated Entry-Level and Promotional Examination Systems, Salary Table Conversion System and Standardized Position Description System. Evaluated staff performance, assessed developmental and training needs. Established quality control procedures to ensure meeting the demands of high degree of accuracy and integrity of work product.

INTERACTIVE COMPUTER MODELLING, INC. Reston, VA

Senior Software Engineer/Scientist

Jul/1984 - Dec/1987

Primarily worked on the Objected-Oriented Programming (OOP) design and integration of Company's flagship product-Geometric Modeling System (GMS), an advanced computer-aided-manufacturing & engineering (CAM/CAE) software system. Developed geometric data generation and manipulation tools including 2D/3D primitives, Sketching, Booleans, Extrude, Revolve, Parametric Procedures and other high-level macro operators. Also designed and developed display drivers with GUI interface for real-time interactive viewing transformation.

Designed and implemented multiple database integration systems linking 2D/3D geometric databases (graphical) with alphanumeric (text) databases, such as integrating the PROCAD drafting system with the Empress RDBMS as Parent-Child interprocessors with enhanced GUI on UNIX/C-based XEROX 2285 workstation platform. Also, as UNIX systems administrator, managed all network resources configuration and systems performance optimization.

EDUCATION

- Ph.D program studies, School of Information Technology and Engineering, George Mason University, VA
- Master of Science in Architecture, Pennsylvania State University, Pennsylvania
- Bachelor of Science, Computer Science, American University, Washington DC
- 4-Year Studies in Architectural Engineering, Tamkang University, Taiwan
- 2-Year Studies in Electrical Engineering, Chung Cheng Institute of Technology

AWARDS AND SPECIAL ACCOMPLISHMENTS

- Received the 2010 Leadership Award Honoree presented by the International Leadership Foundation (ILF)
- Received Sprint President's Special Project Award – Next Generation SS7 IP Infrastructure Project, August 2000
- Received "IP Infrastructure Architecture Award" for innovation from Presidents of Sprint and Lucent, 2000
- Received several Sprint Quest for Excellence Awards, 1996-1998
- Received a letter of recognition citing as "an exemplary employee for the District Government" from the Chair of the Government Operations Committee of the Council of District of Columbia, 1990

REFERENCE UPON REQUEST

Keith W. Childs

REDACTED

Job Objective:

Seeking a position as a valuable member of your administration that utilizes my skills, achievements and leadership ability to provide quality public service.

Professional Experience:

**Home Savings of America
Federally Chartered Bank**

Suitland, MD (1/10 to present)

Title: Mortgage Consultant

- Specialized in: FHA loans, 203K loans, first time home buyers programs such as NSP Home 3.5% or 7% down payment
- Analyzed risk potential in order to make sound lending judgments on mortgage and home equity loans.
- Assisted customers in determining financial needs and recommended appropriate credit solutions.
- Interviewed loan applicants, set up and processed files, and prepared files for closing.
- Promoted and recommended products and services, answered customer inquiries, and advised customers of approval or denial of loans.

Business Shared Network (BSN)

Washington, DC (10/08 to 1/10)

Title: Owner/President

- Originated a home improvement referral service that matched quality contractors with customers.
- Consulted with clients to assess and understand their specific home improvement needs.
- Contacted industry contractors including general engineers, architects, and laborers to coordinate business plans, estimates, specs, materials, and deadlines for the client.
- Provided cost analysis and pricing of the businesses services to all.
- Followed up with clients after job was completed to assure job was completed to their satisfaction.
- Performed marketing and advertising for the business through flyers, radio, and Internet.
- Prepared a budget to obtain financial data to operate business.

**Tri -State Management Group
Property Preservation & Inspections Company**

Washington, DC (5/08 to 12/08)

Title: Owner/President

- Inspected properties to ensure vacancy or occupancy.
- Delivered delinquent mortgage notices.
- Performed preservation of vacant/foreclosed properties owned by HUD, Banks, Developers, and private owners. Services included: lawn care, roof taping, winterization, water and mold removal, and trash removal).
- Produced weekly and monthly property inspection reports, and scheduled daily work for 6 employees.
- Prepared payroll, budget forecasts, and consulted and coordinated with representatives from HUD and various banks on all aspects of contracts and work.

- Delegated and managed all work coming into the company to maintain an efficient, professionally run company with a speedy turn-around.
- Established and modified if necessary short-term priorities and scheduling of work completion.

Wachovia Mortgage Corporation
Title: Mortgage Consultant

Bethesda, MD (5/07 to 4/08)

- Consulted with clients about their current and future needs to help them achieve their financial goals.
- Interviewed clients to gather information pertaining to their unique financial situations, needs, and objectives.
- Used state of the art technologies to conduct credit, underwriting and financial analyses to qualify the client for various loan programs.
- Assisted clients through the loan process from application to closing and did trouble shooting with any transaction issues.

Premier Mortgage Company
Title: Mortgage Consultant

Bethesda, MD (2/06 – 5/07)

- Analyzed risk potential in order to make sound lending judgments on mortgage and home equity loans.
- Assisted customers in determining financial needs and recommended appropriate credit solutions.
- Interviewed loan applicants, set up and processed files, and prepared files for closing.
- Promoted and recommended products and services, answered customer inquiries, and advised customers of approval or denial of loans.
- Maintained a solid referral base for non-conforming loans through effective marketing.

Acres-Patterson Realty
Title: Residential Appraiser/Trainee

Frederick, MD (7/05 – 02/06)

- Assisted with residential appraisals.
- Input data into tracking database, and processed files for mortgage companies, loan officers, and banks.

KC Management Inc.
Title: Owner/ Property Manager

Washington, DC (7/03 – 7/05)

- Owner of management company where I was responsible for the daily operations of 25 properties with over 100 rental units.
- Increased occupancy from 79% to 99% and maintained.
- Provided project management and supervision of each property including lease acquisition and construction.
- Developed property portfolios and asset strategies.
- Performed rental collections, prepared monthly and annual budgets, entered and processed data into various accounts, performed reconciliations and analyzed a variety of accounts.
- Reviewed financial data for completeness and prepared monthly trial balances and financial reports.
- Assisted residents in transitioning from apartments to homes.
- Fostered a solid working relationship with owners and tenants.

Sawyer Realty Holdings LLC
Title: Assistant Community Manager/ Community Manager

College Park, MD (12/01 – 6/03)

- Responsible for the operations of 474 conventional properties.
- Interviewed and hired qualified candidates and made salary determinations.
- Supervised site personnel responsible for: conducting annual performance reviews, preparing payroll, and assignment scheduling.
- Carried out monthly court filings with attorney's office.
- Assembled documents for long-term leases, and government-assisted housing (section 8)
- Conducted weekly and monthly property inspections.
- Coordinated with regional property manager on capital improvement projects.
- Prepared weekly and monthly variance reports.
- Assisted with the preparation of annual budgets; processed accounts receivables and payables.

Kay Management Corporation

Silver Spring, MD (10/99 to 12/01)

Title: Assistant Community Manager/ Community Manager

- Responsible for the daily operations of a 916 apartment community.
- Supervised site personnel, conducted weekly property inspections.
- Handled resident relations issues; implemented a successful resident retention program.
- Scheduled contractors for vacant turnovers and various capital improvements.
- Collected accounts receivables and processed move in/out paperwork.

Southern Management

College Park, MD (9/96 to 10/99)

Title: Leasing Consultant

- Primary responsibility was to lease apartments.
- An integral part of a team which took the apartment community from 62% occupancy to 97%.
- Inspected vacant units prior to move in/out.
- Processed rental applications by using the residential registry and third party verifications.
- Prepared lease packages and documents for move in.
- Conducted outreach marketing and monthly marketing surveys of all competitors.

Education:

Norfolk State University

Norfolk, VA

1987 – 1990

Major: Business Management

Computer Skills:

- Impact System
- Calyx Point
- Microsoft Outlook
- Microsoft Word
- Microsoft Power Point
- Microsoft Excel
- Impos Access
- Jenark Access

Training/Certificates:

- Mortgage Training Institute (40 hour Pre-License)
- Residential Appraisal Concept II
- Collection Management Sales & Marketing Strategy
- Numerous Property Management Courses
- Tax Credit Properties
- Fair Housing

References: Furnished upon request

Matthew J. Carv
REDACTED

EXECUTIVE EXPERIENCE

Over Thirty Eight Years in Governmental Relations, Legislative and Public Policy Advocacy, Marketing, Fundraising, Public Speaking and Event Management as President of a Government Relations/ International Marketing Consulting Firm, Executive Director/Founding President of a Non-Profit Veterans Organization, Employee of a U.S. Congressman, a Governor, Seven Mayors, a Trade Association and a Public Interest Group. I have Policy and Legislative expertise in: Veterans Affairs, Health, Transportation, Community/Economic Development, Housing, Environmental Protection, International Relations and Rural Development.

PROFESSIONAL EXPERIENCE

**Executive Director/Past President / VETERANS & MILITARY FAMILIES for PROGRESS,
Washington, D.C.**

February 2005 – Present

Completed 2nd Term as Founding President of this 501©4 Non-profit, Non-partisan, Tax-exempt Volunteer National Veterans and Military Families membership organization in September of 2009 and was elected as the first Executive Director. Advocate the interests of the VMFP Board and Membership with the Administration, Congress, Governors, Mayors, Labor Unions, Media and U.S. Citizenry.

Accomplishments

- Drafted Articles of Incorporation and Bylaws document as a Founding Member and Interim Board Member of VMFP for final approval by VMFP Membership at the first National Bi-ennial Conference in September 2005.
- Elected first President of VMFP in 2005 and established the objectives for implementing the Mission Statement through the endorsement and election of veteran, military family, and veteran advocate candidates for public office, prioritizing and endorsement of veteran and military family legislation and educating the media and general citizenry on the "Coming Home Issues" for veterans and their families.
- Successfully secured the VMFP endorsement and election for 16 new veteran and military family candidates in 2006 to the 110th Congress.
- Instrumental in securing the passage of thirteen Public Laws in the 110th Congress to address the critical needs of veterans and military families. The new laws cover suicide prevention, disability benefits compensation increase, vision equity, wounded warrior assistance, Post 9/11/01 GI Education Assistance Act and increased appropriations for the VA.
- Successfully secured the VMFP endorsement and election of 27 new veteran and military family candidates in 2008 to the 111th Congress and the passage of twelve Public Laws covering Advanced Funding for VA Healthcare, and Caregiver Assistance.

- Authored and secured approval by the VMFP Standing Committees and Board of Directors of two major White Paper Initiatives establishing a Comprehensive National Veterans and Military Families Policy for the 21st century and a Veterans and Military Families Savings Bond program to finance it. Also, secured the Endorsement by the Obama/Biden Ticket for the White Paper Documents for approval by the 111th Congress
- Elected to a second term as President of VMFP at the National Conference in 2007.
- Encouraged the VMFP Board to approve the organization to become a Founding Member of the AFL-CIO Union-Veterans Council.
- * Elected first Executive Director of VMFP at the National Conference in 2009.

President / CARY & ASSOCIATES, Washington, DC
January 1986 – Present

Provide expert consultation to Public and Private sector clients in Government Relations, Advocacy, Procurement of Federal, State and International grants and loans and Global Marketing.

Accomplishments

- DEVELOP comprehensive work programs for State and local governments that result in the passage of urban legislation and the procurement of federal grants.
- PROVIDE expert government relations advice of a legislative, programmatic and regulatory nature to clients in the areas of health, solid waste management, transportation, housing, community and economic development, veterans affairs, and trade relations.
- ORGANIZE grassroots advocacy campaigns and coalitions at the federal, state and local levels to support client positions.
- BROKER and NEGOTIATE transactions between foreign governments and U.S. companies for infrastructure, environment and health projects.
- PROCURED grant and loan financing for public and private sector projects in Chile.
- MANAGED projects for D.C. based grassroots advocacy firms.
- SENIOR INSTRUCTOR and Congressional Panel Coordinator for the USDA Graduate School, Senior Executive Service and Public Manager Programs and the International Institute.

Senior Associate / SUSAN DAVIS INTERNATIONAL, Washington, DC
January 1995 – 2005

Accomplishments

- Provided staff leadership and logistical support in the areas of Security, Event Management and VIP Coordination for the following SDI Client events: FDR Memorial, Women in Military Service Memorial, Japanese-American Memorial, Horatio Alger Society, 50th Anniversary of the Berlin Airlift, Library of Congress, National Alliance to End Homelessness, Leukemia Society of America, U.S. - Ireland Business Summit, and the World War II Memorial.
- Served as Senior Staff Advisor to SDI Client, D.C. Sports and Entertainment Commission, on issues relating to the procurement of a Major League Baseball Team for Washington, D.C. and the "Bring Back DC Baseball" citywide launch.

Senior Partner / THE CGG GROUP, Washington, DC

January 1980 – January 1986

Assisted in the establishment and management of a small government relations/marketing-consulting firm providing services to companies, engineering firms, states, counties, cities and trade association clients on a broad range of issues with the Federal and State Governments.

Senior Associate / MASSONI ASSOCIATES, Washington, DC
January 1978 – January 1980

Served as senior staff member in this government relations, advocacy and urban planning consulting firm. Primary responsibility was the representation of the City of Houston, Texas on all legislative, programmatic, and regulatory matters with the Federal Government. Procured \$20 million in federal grants for city projects.

Federal Affairs Mgr. / AMERICAN CONSULTING ENGINEERS COUNCIL, Washington, DC
January 1976 – January 1978

Director / NEW YORK STATE WASHINGTON OFFICE
Governor Hugh L. Carey, D-N.Y., Washington, DC
January 1975 – January 1976

Supervised staff of 15 and administered the office budget.
Monitored 70 pieces of legislation impacting N.Y. State and its localities.
Assisted in securing the passage of the New York City Loan Guarantee Program.

City Representative / NCMD, an affiliate of the NATIONAL LEAGUE OF CITIES
U.S. CONFERENCE OF MAYORS, Washington, DC

March 1973 – January 1975

Represented the Cities of Buffalo, NY, Bayamon, PR, Riverside and Sunnyvale, CA; Kenner, LA; and Richland, WA on all legislative, programmatic and policy matters with the Congress, White House and Federal Agencies. Procured \$3 billion in federal grants for local government projects.

Legislative Director / CONGRESSMAN James F. Hastings (N.Y.), Washington, DC
March 1970 – March 1973

EDUCATION

- MPA** American University, Washington, DC 1983
Field of Concentration – Public Administration and Urban Affairs
- BA** St. Bonaventure University Olean, NY 1969
Field of Concentration – Political Science and Economics
Dean's List, Student / Athlete – lettered in Baseball

PROFESSIONAL ASSOCIATIONS AND BOARD APPOINTMENTS

Executive Director/Founding President, Veterans and Military Families for Progress (VMFP)
Former Member, National Alumni Board – St. Bonaventure University
Vice President, New York State Society of Washington, D.C.
Chairman, Board of Directors – DC Baseball.org
Selected to the CAMBRIDGE Registry of Executives, Professionals and Entrepreneurs(2010-2011)
Board of Governors, National Democratic Club (2010-2012)

MILITARY EXPERIENCE
United States Army Reserves – Vietnam Era Veteran, 1969-1975 (Honorable Discharge)

REDACTED

RESUME

RONALD R. COLLINS

REDACTED

EDUCATION

The Dickinson School of Law of the Pennsylvania State University, Carlisle, PA. 17013 1977 - 1980
Juris Doctor (J.D.), degree awarded, June, 1980.

Activities: Elected Officer, Student Bar Association Board of Governors; Moot Court Board; Lt. Governor, Third Circuit, American Bar Association/Law Student Division; Director, Tax Assistance Project; Member, Corpus Juris Honor Society.

University of Scranton, Scranton, PA 18510 1973 - 1977
B.A., History/Business Administration, degree awarded May, 1977.

Honors: CUM LAUDE graduate; Dean's List 3 years; Who's Who; Fulbright-Hays Program; Class Rank: Top 10%

Activities: Vice Chair, University Senate; Member, University Affirmative Action Board; Member, Student Government Executive Board.
Study-Tour Semester, United Kingdom & Western Europe; Fall Semester, Junior Year.

St. Anthony High School, Washington, D.C. (1971-1973)
Cathedral Latin Preparatory School, Washington, D.C. (1969-1971)

PROFESSIONAL EMPLOYMENT EXPERIENCE & HISTORY

ASSISTANT SECRETARY, COUNCIL OF THE DISTRICT OF COLUMBIA, WASHINGTON, D.C.
(2007 (January) - 2011 (January))

Serving as a Senior Executive level manager as Assistant Secretary to the Council of the District of Columbia, the state legislature. Responsible for assisting the Secretary to the Council with the day-to-day operations and management of the Council of the District of Columbia, including management of human resources, information systems and technology, support services and operations, procurement, financial management and operations of a \$21 million budget, building management, and legislative records management. In addition, served as the agency Freedom of Information Act Officer (FOIA). *This position is an Excepted Services level appointment with the Council of the District of Columbia.*

DIRECTOR, OFFICE OF BOARDS AND COMMISSIONS, EXECUTIVE OFFICE OF THE MAYOR
DISTRICT OF COLUMBIA, WASHINGTON, D.C.
(2001 (Nov.) - 2007 (January))

Serving as a Senior Executive level manager in the Executive Office of the Mayor with responsibility for recruiting, interviewing (vetting), facilitating, and processing approximately 1,350 Mayoral appointments to approximately 170 boards and commissions. Duties include: Providing advice and recommendations to the Mayor, the City Administrator, and the Chief of Staff regarding Mayoral appointments, general policies and issues relating to District government boards

and commissions; planning and coordinating Mayoral swearing-in ceremonies; developing and conducting training seminars in ethics and integrity, administrative procedures and orientation for all appointees to boards and commissions; coordinating and steering Mayoral nominations through the legislative confirmation process; drafting Mayoral appointment and establishment orders; maintaining appropriate records, including information on the requirements for membership on boards and commissions and information on the people who currently serve on boards and commissions; coordinating the dissemination of information concerning District government activities; developing and conducting outreach and recruiting presentations to community, business and professional organizations; developing and implementing a boards and commissions quality assurance program; and efficiently managing administrative operations. During tenure, the office was awarded a national award for excellence. *This position is an Excepted Services Cabinet-level appointment in the Mayoral Administration of the Honorable Anthony A. Williams.*

**SENIOR POLICY OFFICER, OFFICE OF CONTRACTING AND PROCUREMENT
DISTRICT OF COLUMBIA, WASHINGTON, D.C.
(1999 (Dec) – 2001 (Nov))**

Served as the Senior Policy and Procedures Officer for the state/municipal contracting and procurement agency. Responsible for planning, developing, drafting and ensuring the implementation of a comprehensive contracts and procurement policy and procedures program, including the drafting and dissemination of policy and procedures directives, developing standard operating procedures, developing handbooks and guides, and developing a policy and procedures manual. Other Duties Include: Instructing classes in - "*D.C. Government Contracting: The Basics*" and the "*Human Care Agreements Procurement Process*." Courses; preparing testimony for presentation to the Council of the District of Columbia and the Congress of the United States; developing special reports, procurement reform legislation and regulations; developing policies, training materials and informational on "Green Government" or "Environmentally Preferable Purchasing," and serving as a member of the Procurement Review Committee to ensure quality assurance in contract actions. Also served as the Chairman of the Ratification Review Panel and prepared the quarterly reports to the Council of the District of Columbia.

**AGENCY CHIEF CONTRACTING OFFICER, FIRE & EMERGENCY MEDICAL SERVICES DEPARTMENT
DISTRICT OF COLUMBIA, WASHINGTON, D.C.
(1998 – 1999)**

Served as the Chief Procurement Manager for a municipal fire and emergency medical services department with full contracting authority for a contracting and procurement budget of approximately \$13 million. Planned, developed and assisted in implementing a comprehensive procurement acquisition. The incumbent also served as the Contract Compliance and Procurement Policy Officer for the agency. Developed a training program for in-house program and procurement staff, as well as a standard operating procedures manual. Served as the Director of the Office of Contracting and Procurement and as the primary advisor to the Fire Chief on legislative, policy, legal and organization issues on procurement and contracting activities.

**CHIEF CONTRACTING OFFICER, DEPARTMENT OF HEALTH
DISTRICT OF COLUMBIA, WASHINGTON, D.C.
(1997 - 1998)**

Served as the Chief Contracting Officer for the Department of Health with the full contracting warrant authority for a procurement budget of over \$150 million, including appropriated and grants funding. Planned, developed and assisted in implementing a comprehensive contract, procurement and grants policy program. The incumbent also served as the Contract Compliance and Procurement Policy Officer for the agency, and more specifically as the director of the agency's Office of Contracts, Procurement and Grants. In that capacity, incumbent served as the principal advisor to the Director on legislative, policy, legal and organization issues on procurement and contracting activities.

**CHIEF OPERATING OFFICER (INTERIM), DEPARTMENT OF HEALTH
DISTRICT OF COLUMBIA, WASHINGTON, D.C.
(1997 (January) – 1997 (June))**

During the initial period of transition and reorganization of the agency from a component (commission) of the Department of Human Services to an independent Department of Health, served as the Chief Operating Officer with day-to-day responsibility for the management operations of the agency. Primary responsibilities included management of a large, urban health agency with approximately 800 employees and an annual budget in excess of \$800 million. Span of operational control included providing a full range of state level health and health-related monitoring and regulatory activities for the state Medicaid Program; Addiction, Prevention and Recovery Programs; State Health Statistics and Records; HIV and AIDS Services; Emergency Medical Assistance; and State Health Planning and Development.

**CHIEF OF STAFF, DEPARTMENT OF HEALTH
DISTRICT OF COLUMBIA, WASHINGTON, D.C.
(1996 - 1997)**

Served as a Senior Executive level manager of a large, urban health care agency with approximately 1,000 employees and an annual budget in excess of \$800 million with a responsibility for providing a full range of health and health-related monitoring and regulatory activities. Assisted the Director in the day-to-day management operations of the agency. Primary responsibilities include management of the day-to-day operations of the Office of the Director; development of the annual budget initiatives; exercising executive leadership and direction with regard to administrative and financial management for the agency. As a member of the senior management team, served as a principle advisor to the Director, on a variety of activities, including the achievement of the goals and objectives of the Department; policy formulation; responsibility for human resources and labor relations issues; responsibility for all contracting and procurement matters; budget formulation and execution; resolving problems relating to the highly complex and sensitive issues and overall resources, administrative and financial management plans; analyzing complex financial and budget issues; and coordinating the agency reorganization.

In addition, served as the liaison to professional societies, legislative committees, and regulatory agencies and community organizations. Served as the department's representative on the Mayor's Welfare Reform Interagency Policy Council. Drafted and developed position papers, briefing documents, and other official reports. In addition to regular duties, served as the Chief Contracting Officer with responsibility for contracts and procurement compliance review.

**DEPUTY DIRECTOR (ACTING), DEPARTMENT OF HUMAN SERVICES
DISTRICT OF COLUMBIA, WASHINGTON, D.C.
(1994 - 1996)**

Served as a Senior Executive level manager of the Department of Human Services, a large, complex, urban government agency with over 7,000 employees, an annual budget in excess of \$1 billion, and with responsibility for an expansive range of health and social services programs. Primary span of control included assisting the Director in the day-to-day management operations of the agency. Primary responsibilities include exercising, concurrently with the Director, fiscal and budget, management, planning, staffing, executive direction, leadership and control authority for a human services agency providing social services, mental health services, public health, and health care financing (Medicaid and Medicare) services.

Served as the Acting Director in the absence of the Director. Other oversight responsibilities included personnel and labor-management matters; contracting, grants management and procurement; technology systems; facilities management; the coordination of annual budget activities, legislative and regulatory matters, internal investigations and compliance matters; and the presentation of testimony before the U.S. Congress, the Council of the District of Columbia, and other regulatory agencies. Served as the agency's Chief Contracting Officer with responsibility for the contracting and procurement program and compliance review. Also served as the Agency's Final Fair Hearings Decision Authority. *This position was a Mayoral appointment in the Administration of the Honorable Sharon Pratt Kelly.*

**CHIEF OF STAFF, DEPARTMENT OF HUMAN SERVICES
DISTRICT OF COLUMBIA, WASHINGTON, D.C.
(1992 - 1994)**

Served as an executive level policy official to the Director of the District of Columbia Department of Human Services, a large and complex agency of over 7,000 employees and an annual budget in excess of \$1 billion with a responsibility for providing a full range of health and social services programs.

Primary responsibilities included serving as the Director's troubleshooter, manager of the day-to-day operations of the Office of the Director, and coordinating activities between the agency Director and the four agency Commissioners of Mental Health, Public Health, Health Care Finance (Medicaid), and Social Services. Other responsibilities included personnel and labor-management matters, the coordination of annual budget formulation and other financial activities, legislative and regulatory matters, fair hearings, and the presentation of testimony before the U.S. Congress, the Council of the District of Columbia, and other regulatory agencies. General responsibilities also included the development of executive policy and making executive decisions in the areas of health care and health planning, Medicaid and Medicare, AIDS and HIV disease, mental health and developmental disabilities, public assistance benefit programs, AFDC program, foster care, social services, substance abuse services, long term care issues, and juvenile justice. *This position was a Mayoral appointment in the Mayoral Administration of the Honorable Sharon Pratt Kelly.*

**STAFF DIRECTOR & CHIEF OF STAFF, COMMITTEE ON HUMAN SERVICES
COUNCIL OF THE DISTRICT OF COLUMBIA, WASHINGTON, D.C.
(1987 - 1992)**

Served as the chief manager and senior policy officer of a legislative committee. Primary span of control included preparing and supervising the preparation of committee budget and legislative reports; analyzed, reviewed and monitored human services agency budgets in excess of \$1 billion dollars; coordinated preparation and conduct of legislative hearings; prepared position papers, press releases, and statements for committee; analyzed, drafted, and monitored legislation in the areas of health care and health planning, Medicaid and Medicare, HIV disease, mental health and developmental disabilities, public assistance benefit programs, foster care, substance abuse services, aging issues, youth services and juvenile justice, arts and humanities issues, hospital administration, and energy issues. Analyzed, reviewed, and monitored municipal finance and budget matters in excess of \$3.2 billion. In addition to those responsibilities, served as the Chief of Staff of the Committee Chairman's legislative office with responsibility for managing the professional and support staff and the day-to-day operations of the legislative office, including preparation of annual budgets, personnel matters, quarterly ethics reports, annual newsletter. Also, served as the Communications Director. *The appointment was on the staff of the Honorable H.R. Crawford, Councilmember-Ward 7.*

**STAFF DIRECTOR, COMMITTEE ON LIBRARIES, RECREATION & CHARITABLE GAMES
COUNCIL OF THE DISTRICT OF COLUMBIA, WASHINGTON, D.C.
(1983 - 1986)**

Served as the senior policy and chief managing officer for Council legislative committee. Duties included preparing and supervising the preparation of committee reports; analyzed, reviewed and monitored agency budgets in excess of 100 million dollars; drafted position papers, press releases, and statements for committee chairman; analyzed, drafted, and monitored legislation in areas of public libraries, cultural affairs and recreation, state lottery and gaming board, labor relations, consumer and regulatory affairs, budget and finance, economic development, and health and human services. Also served as the liaison to the regional Metropolitan Washington Council of Governments. Coordinated a 6 week small business seminar and the Washington, D.C. Metropolitan Area Regional Conference on AIDS/HIV Disease, the first in the United States. *This appointment was on the staff of the Honorable H.R. Crawford, Councilmember-Ward 7.*

**ASSOCIATE LEGAL EDITOR, LAWYERS COOPERATIVE PUBLISHING COMPANY
WASHINGTON, D.C. (ROCHESTER, New York)
(1981 - 1982)**

Served as Associate Legal Editor for legal publication performing written legal analysis and monitoring of federal and state laws in areas of employment discrimination, civil rights, employer/employee relations, employee benefits, labor grievance appeals, unfair labor practices, Equal Employment Opportunity issues and the Bankruptcy Reform Act. Managed a staff of 10 professional and support employees.

**LEGISLATIVE ASSISTANT, COUNCIL OF THE DISTRICT OF COLUMBIA
WASHINGTON, D.C.
(1980 - 1981)**

Served as Legislative Assistant and Policy Advisor to member of the state legislature. Drafted, monitored and analyzed legislation. Drafted position papers, press releases and statements on legislation. Served as liaison to business community and Congressional offices. Areas of legislative responsibility included: budget and taxation, economic development, housing, labor relations, transportation, and health and human services. *This appointment was on the staff of the Honorable H.R. Crawford, Councilmember-Ward 7.*

**STUDENT ATTORNEY, CARLISLE LEGAL SERVICES,
CARLISLE PA
(1979 - 1980)**

Served the legal advocate for clients in County Court and State administrative agencies. Drafted legal briefs and memoranda of law. Performed oral advocacy, interviews, counseling, negotiation and evidence evaluations. Areas of concentration included: employment discrimination claims, unemployment and workmen's compensation appeals, domestic law, housing and bankruptcy law.

**LAW CLERK, U.S. ARMY JUDGE ADVOCATE GENERAL, PENTAGON
WASHINGTON, D.C.
(SUMMER) (1979)**

Served as a Law Clerk in military legal division. Reviewed military dismissals and clemency petitions. Prepared legal opinions, legal briefs, position papers, and responses to White House and Congressional inquiries in the area of criminal law for Judge Advocate General and the Secretary of the Army. Writing articles for Army Lawyer Magazine.

**LAW CLERK, U.S. ARMY JUDGE ADVOCATE GENERAL, PENTAGON
WASHINGTON, D.C.
(SUMMER) (1978)**

Served as a Law Clerk in military legal division. Prepared litigation reports, pleadings, legal opinions and briefs in Contracts Law, Tort Law and Employment Discrimination Law cases for the Judge Advocate General, U.S. Army.

PERSONAL DATA & PROFESSIONAL MEMBERSHIPS

- U.S. Citizen
- Member, American Bar Association (ABA) (1980-Present)
- Member, ABA Sections: Administrative Law; State & Local Government Law; and Health Administration
- Member, National Forum for Black Public Administrators, Washington, D.C. Metropolitan Area Chapter (1988-Present)
- Member, American Public Human Services Association (APHSA)
- Member, American Public Health Association (APHA)

- Member, National Institute of Government Purchasing (NIGP)
- Member, National Contract Management Association (NCMA)
- Member, Pennsylvania Bar Association (1980-Present)
- Member, Alpha Sigma Nu (National Jesuit Honor Society) (1976-Present)

PROFESSIONAL/COMMUNITY SERVICE ACTIVITIES

- Board of Directors, United Planning Organization (2010-Present)
- Member (*Elected, Ward 6*), District of Columbia Democratic State Committee (2002-Present)
- Chairman, Constitution and Bylaws Committee, District of Columbia Democratic State Committee (2009-Present)
- Recording Secretary (*Elected*), District of Columbia Democratic State Committee (2005-2007)
- Member (*Elected*), University of Scranton Board of Governors (1999-2002)
- Member (*Elected*), President, Board of Directors, Wiley Branton Community Development Organization, Inc. (2002)
- Member (*Elected*), Board of Directors, Wiley Branton Community Development Organization, Inc. (2000-2002)
- Member (Ward 2 Council Member Appointment), Southwest Community Task Force (1999-2002)
- Member (*Elected*), Ward 2 Democrats (2000-2002)
- Member (*Government Representative*), District of Columbia Statewide Health Coordinating Council (1996-1998)
- Member (*Elected*), Board of Directors, Washington Council of Agencies (1993-1997)
- Member (*Elected*), Board of Director, Southwest Neighborhood Assembly (1991-1993); Vice President (1992-1993)
- Member (*Council Appointee*), Ward 2 Redistricting Task Force (1991)
- Member (*School Board Appointee*), Ward 2 (S.W. Community) School Consolidation/Closure Task Force (1992)
- Member (*Volunteer*), Whitman-Walker Clinic, Inc., AIDS Foundation Board (1984-1992)
- Member (*Mayoral Appointment*), D.C. Early Childhood Development Coordinating Committee (1987-1990)
- Member (*Elected*), Board of Directors, Whitman-Walker Clinic, Inc. (1987-1992); Secretary (1989-1990)
- Judge (*Appointed*), U.S. National Constitution Bicentennial Writing Competition (1987)
- Member (*Appointed*), D.C. Hospital Association Task Force for the Care of the Medically Indigent (1987-1990)
- Member, D.C. Commission of Public Health Indigent Care Public Policy Action Forum (1987-1992)
- Member (*Mayoral Appointment*), District of Columbia Coordinating Committee on Early Intervention Services (1989-1992)
- Trustee (*Elected*), Academy of Notre Dame Preparatory School for Women, Washington, D.C. (1988-1990)
- Volunteer, Minority Outreach Committee, District of Columbia Alzheimer's Association (1989-1992)
- Volunteer, HIV/AIDS Services Program, Whitman Walker Clinic, Inc. (1983-1994)
- Member (*Superintendent's Appointment*), Transition Task Force, State Office of Special Education, District of Columbia Public Schools (1990-1991)
- Chairman, Bylaws & Legislative Review Committee, National Forum for Black Public Administrators, Washington, D.C. Metropolitan Area Chapter (1990).
- Member (*Mayoral Appointment*), Metropolitan Washington Regional HIV Health Services Planning Council (1990-1992)

EDUCATIONAL/PROFESSIONAL/COMMUNITY RECOGNITION & AWARDS

- Recipient, "2007 Wanda Alston Democratic Service Award," Gertrude Stein Democratic Club. (2007)
- Recipient, Incentive Performance Award, Council of the District of Columbia. (2007)
- Recipient, "2005 CLEAR Program Award," Council on Licensure, Enforcement and Regulation, a National Licensure and Regulatory Organization. (2005)
- Recipient, D.C. Incentive Performance Award (Cash Award) (2005, 2004, 2003)
- Recipient, Mayoral "Certificate of Merit" and "Letter of Commendation" for Outstanding Performance as Acting Deputy Director, Department of Human Services (Honorable Sharon Pratt Kelly) (1994)
- Recipient, Mayoral Certificate of Recognition for Outstanding Performance Rating (1994)
- Recipient, Mayoral Certificate of Recognition for Outstanding Performance Rating (1993)
- Recipient, "Ward 7 Outstanding Public Service Award", Honorable H.R. Crawford, Councilmember-Ward 7 (1992)
- Recipient, "Outstanding Public Service Recognition Resolution", Council of the District of Columbia (1992)
- Recipient, "Outstanding Service Recognition Citation", Board of Directors, Whitman Walker Clinic, Inc. (1992)
- Recipient, Outstanding Young Men of America Award (1992)
- Recipient, "Outstanding Community Services Award", Advisory Neighborhood Commission 7F (1992)

- Recipient, "Community Appreciation Award", GLAA (1991)
- Recipient, "Special Service Award", D.C. Association for Retarded Citizens (1990)
- Recipient, "Community Services Award", Latin American Youth Center (1989)
- Recipient, Certificate of Appreciation, D.C. Office on Aging (1987 and 1988)
- Recipient, Certificate of Appreciation, Metropolitan Washington Council of Governments (1985)
- Recipient, "President's Award," Kiwanis Club of Northeast, Washington, D.C. (1985)
- Recipient, D.C. Incentive Performance Award (Cash Award) (1984)
- Recipient, Outstanding Young Men of America Award (1981)
- Recipient, "Silver Key Award," American Bar Association (1980)
- Recipient, Presidential Scholarship, University of Scranton (1974-1977)
- Recipient, Civitan Award (1973)

CONFERENCE/SEMINAR PRESENTATIONS & PUBLICATIONS

Instructor/Developer, "Boards and Commissions Service: A General Overview for Effective and Successful Board Members and Chairpersons"; Training Course, Office of Boards and Commissions, Executive Office of the Mayor (2001-2006).

Instructor/Developer, "The Boards and Commissions Appointments Process in the District of Columbia"; Training Course, Office of Boards and Commissions, Executive Office of the Mayor (2001-2006).

Instructor/Developer, "Safeguarding Integrity as Boards and Commissions Members: A General Overview to Avoid Pitfalls"; Training Course, Office of Boards and Commissions, Executive Office of the Mayor (2001-2006).

Author/Developer, "Members' Handbook"; Office of Boards and Commissions, Executive Office of the Mayor (2004).

Instructor, "D.C. Government Contracting: The Basics"; Training Course, OCP Procurement Training and Development Institute, Office of Contracting & Procurement (1999-2002).

Instructor, "The Human Care Agreements Process: An Innovative Method of Procuring Social, Health, and Education Services"; Training Course, OCP Procurement Training and Development Institute, Office of Contracting and Procurement (2001- 2002).

Instructor, "Ethical Considerations in Contracting"; Training Seminar, D.C. Fire & Emergency Medical Services (March, 1999).

Instructor, "Overview of Contracting and Procurement"; Training Seminar, D.C. Fire & Emergency Medical Services Department (1998, 1999).

Presenter, "The Use of the Certificate of Need Process in Defending Delinquent Hospital Payments in the District of Columbia"; Training Seminar, Neighborhood Legal Services (1994).

Presenter, Panel Discussion: "Universal Access to Health Care in the District of Columbia: Prospects for the Future"; Annual Meeting, Health Equal Access League of D.C. (HEAL DC) (1991).

Presenter, "The Financial Future of the District II -- Gloom and Doom or Hope As We Cope"; 16th Annual Conference, D.C. Arc, Inc. (1990).

Presenter, "Alternatives and Strategies in Health Care"; 1990 Annual Meeting, D.C. Nurses' Association (1990).

Presenter, "Certificate of Need and Health Planning in the District of Columbia: Recent Legislative Developments"; Annual Convention, The District of Columbia Bar (1989).

Presenter, "Today's Challenges II -- A View of Future Solutions from the City Council"; 15th Annual Conference, D.C. Arc (1989).

Presenter, "10th Anniversary of the Pratt Decree -- The Experience to Date and The New Challenges Ahead"; 14th Annual Conference, D.C. Arc (1988).

Presenter, "Influencing Public Policy -- Working for Effective Social Change"; 13th Annual Conference, D.C. Arc, Inc. (1987).

Coordinator and Presenter, "Metropolitan Washington Regional Conference on AIDS"; Metropolitan Washington Council of Governments (1985).

SEMINAR/TRAINING ATTENDED

"Freedom of Information Act", (Quarterly Training Seminars (2 Hours), Office of the Attorney General, Government of the District of Columbia (2009, 2007, 2006, 2005).

"Contract and Procurement Fraud-Auditing", (16.00 CPEs), Government Audit Training Institute, Graduate School, USDA (July 25-26, 2001).

"Understanding and Using Organizational Systems- Leadership Integration and Empowerment Program", (8.0 CEUs), Center for Workforce Development (with the George Washington University Center for Excellence in Municipal Management), DC Department of Human Resources, Government of the District of Columbia .

"MS EXCEL 97 Level 1", (8.0 CPEs), Center for Workforce Development, DC Department of Human Resources, Government of the District of Columbia (June 29, 2000).

"MS Powerpoint 97", (3.0 CEUs), Center for Workforce Development, DC Department of Human Resources, Government of the District of Columbia, Government of the District of Columbia (June 15, 2000).

"Intermediate Microsoft Word 97", (1.2 CEUs), University of the District of Columbia Division of Continuing Education, University of the District of Columbia (June 13, 2000).

"MS Microsoft Word 97 Level 1", (1.2 CEUs), Center for Workforce Development, DC Department of Human Resources, Government of the District of Columbia, Government of the District of Columbia (May 13, 2000).

"Contract and Procurement Updates", (20 CPEs), National Contract Management Association (April 10-12, 2000).

"Ethics in District of Columbia Government Contracting", (3.0 CPEs), The Procurement Training and Career Development Institute, Office of Contracting and Procurement, Government of the District of Columbia (April 13, 2000).

"Alternative Dispute Resolution", (16.0 CPEs), Center for Workforce Development, DC Office of Personnel (Presented by Business Management Research Associates, Inc.), Government of the District of Columbia (August 3-4, 1998).

"Management Symposium", (16.0 CPEs), Government of the District of Columbia (April 28-29, 1997).

REFERENCES: Furnished upon request.

DATE: December 2010

CURRICULUM VITAE

Jerry Brown
REDACTED

EDUCATION

Morgan State University, Baltimore, MD

D.Ed in Educational Leadership

2003

Dissertation: "In their own words: A phenomenological investigation of the lived experiences of selected African - American male early school leavers in Washington, DC."

Lincoln University, Oxford, PA

MHS in Human Services

1997

Thesis: "The aftermath of an offender reentry program on criminal recidivists in Washington, DC,"

FELLOWSHIPS and AWARDS

Pre and Post Doctoral Fellowship, National Institute of Drug Abuse (University of Chicago, National Opinion Research Center)

1998-2003

J.J. DeCosta Award Outstanding Scholarship, Morgan State University

1997-2003

TEACHING EXPERIENCE

University of Maryland, College Park, African American Studies Program

Guest Lecturer

2008-2010

Undergraduate Courses Taught: Introduction to Qualitative Research Methods

University of Maryland, College Park, Department of Anthropology

Adjunct Instructor

2007-2008

Undergraduate Courses Taught: Applied Urban Ethnography

Lincoln University, Oxford, PA, Graduate School of Human Services

Adjunct Instructor

1997-2002

Courses Taught: Community Assessment Research, Sociology of Human Services, Introduction to Social Systems, Introduction to Human Behavior, Action Research Methodologies, HIV/AIDS: Politics, Economics and Culture

PROFESSIONAL EXPERIENCE

University of Maryland, College Park, MD

Co-Director, Project CREATE (Black Male Initiative)

2008 – Present

University of Maryland, Cultural Systems Analysis Group, College Park, MD

Coordinator of Urban Health Studies and Ethnography **August 2006 – March 2008**

DC Government, Department of Health, Washington, DC

Public Health Analyst

October 2003 – October 2005

Univ. of Chicago, National Opinion Research Center, Washington, DC

Ethnographer/Pre-Post Doctorate Fellowship

September 1997- August 2004

DC Government, Department of Health, Washington, DC

Public Health Analyst

April 1997-September 1999

KOBA Institute, Washington, DC

Ethnographer/Research Assistant

April 1994 - September 1997

AREAS OF INTERESTS AND INQUIRY

Medical Anthropology (HIV/AIDS, Substance Abuse and Mental Health)

Social Deviance and Criminal Justice

Health Disparities among Incarcerated Populations

Anthropological and Ethnographic research methodologies

Community Development

SELECTED RESEARCH EXPERIENCES

Project CREATE

Co-Director

2008-2009

Project CREATE is a youth literacy initiative dedicated to improving literacy rates among juvenile and young offenders (ages 16 to 24) detained in the District of Columbia Jail. It addresses issues of social justice and is sponsored by the Black Male Initiative Program and the Institute for Race and Policy at the University of Maryland, College Park. The program provides remedial reading tutorship, GED preparation, positive role-model mentoring, prevention interventions for individuals at-risk for negative health outcomes (e.g., HIV and STDs) and behavioral change interventions (e.g., anger management and conflict resolution).

Office of Federal Public Defender, U. S. District Court, Baltimore, Maryland

Research Consultant.

October 2008-March 2009

Provided a life history narrative on the adolescent life-trajectory of a defendant in a capital murder trial. Worked as part of research team in the collection and analyzing of community-level qualitative data and community-level GIS crime data on the social context of adolescent

development for the defendant. The research team focused on the co-relationships that are involved among crime, illicit drugs and alternate economies in the lives of young men in the Washington, DC metropolitan-area.

Community Epidemiology Work Group

Ethnographer

1998-2002

A National Institute on Drug Abuse (NIDA) sponsored project. The CEWG is a network of researchers from 21 major metropolitan areas of the United States and selected foreign countries, which meets semiannually to discuss the current epidemiology of drug abuse. The group's primary mission is to provide ongoing community-level surveillance of drug abuse through analysis of quantitative and qualitative research data. NORC provides an update of descriptive and analytical information regarding the nature and patterns of drug abuse, emerging trends, characteristics of vulnerable populations, and social and health consequences of drug use in Washington, DC. Member of a team collecting data and revising the prior year's report to reflect trends in the DC metropolitan area.

Drug Injector Networks: A Prospective Study of HIV Transmission

Ethnographer

1998-2002

This NIDA-funded project is a longitudinal community-based study of African-American injection drug users (IDUs) in Washington, DC. This study examined the role of injection partner mixing in HIV transmission and measured the significance of injection partner mixing and other social factors that affect the risk of HIV transmission among IDUs.

SELECTED CONSULTANCIES

University of Maryland, Department of Anthropology College Park, MD

Coordinator of Health Studies and Ethnography

2006-2008

Lead overall project management responsibilities and assist program director with the development of key program methodologies/activities, e.g., research design, implementation, and evaluation. This initiative, the Violence Reduction Project Ethnography is a CuSAG contract with the Court Services and Offenders Supervision Agency (CSOSA) to carry out an ethnographic study of selected Washington, DC neighborhoods in order to enhance CSOSA's understanding of the health services viability of these neighborhoods and the risks for those reentering to them following periods of incarceration. Serve as project liaison between CSOSA and CuSAG for the coordination of all health initiatives (housing, mental health, substance abuse, etc.) targeting reentrants on supervision in need of continued health care. Supervise the development of program priorities, work plans, personnel responsibilities, and equipment needs for carrying out project design and programmatic implementation tasks. Further duties include monitoring of project budget and maintenance of the computer database for the collected data and training of staff in its use.

The White House Office of National Drug Control Policy (ONDCP).

Ethnographer

2002-2003

The goals of ONDCP are to reduce illicit drug use, manufacturing, and trafficking, drug-related crime and violence, and drug-related health consequences. To achieve these goals, the Director of ONDCP is charged with producing the National Drug Control Strategy. The Strategy directs the Nation's anti-drug efforts and establishes a program, a budget, and guidelines for cooperation among Federal, State, and local entities.

National Opinion Research Center, University of Chicago

Ethnographer

1998-2003

This NIDA-funded project is an on-going community-based study of African-American injection drug users (IDUs) in Washington, DC. This study examined the role of injection partner mixing in HIV transmission and measured the significance of injection partner mixing and other social factors that affect the risk of HIV transmission among IDUs.

District of Columbia, Department of Health, HIV/AIDS Administration

Research Director

1999-2001

"Improving Services to HIV-Positive Methadone Maintenance Clients," Nominal Group Technique Sessions and Focus Groups, under the auspices of the Administration for HIV/AIDS and The Addiction Prevention and Recovery Administration, Washington, DC.

PUBLICATIONS AND PRESENTATIONS (Selected)

Presenter, "Health Disparities and Race among Incarcerated and Recently Released Offenders." Paper presented at the Society for Applied Anthology Annual Meeting in Memphis, Tennessee, March, 2008.

Whitehead, T.L. and J. Brown (February 2008), "*Crime Trends and Contributors to Crime in the Congress Heights/ Neighborhood Cluster 39 Community of Washington, DC.*" Volume 2 of the Final Report of the Violence Reduction Project Ethnography, University of Maryland, the Cultural Systems Analysis Group.

Whitehead, T.L. and J. Brown (September 2007), "*Barriers to Successful Reentry and Perceptions of Such Barriers.*" Volume 3 of the Final Report of the Violence Reduction Project Ethnography, University of Maryland, the Cultural Systems Analysis Group.

Whitehead, T.L. and J. Brown (October 2007), "*A Study Design/Methodology for Implementing a Standardized Ethnographic Approach to Assessing Perceptions of Crime and Violence in Washington, DC's Congress Heights/Neighborhood Cluster 39.*" Volume 1 of the Final Report of the Ethnographic Assessment of DC's Violence Reduction Project. University of Maryland-College Park's Cultural Systems Analysis Group.

Whitehead, T. and Brown, J. *The Violence Reduction Program Ethnography (VRPE). Barriers to Successful Reentry.* Submitted to the U.S. Dept. of Justice, Court Services and Offenders Supervision Agency, Washington, DC. September 2007, Volumes 1 – 6.

"In their own words: A phenomenological investigation of the lived experiences of selected African - American male early school leavers in Washington, DC." Dissertation Manuscript, Morgan State University, May 2003.

(Contributing author). "HIV Risk Behaviors in Drug Injector Networks: Implications of Injector Partner Mixing and Partnership Characteristics." Addiction, Pg 1011, August 2002, Volume 97 Issue 8.

"Trends in Drug Abuse." Pulse Check. Executive Office of the President, Office of National Drug Control Policy. January – June Reporting Period, November 2002.

Presenter, "*Illicit Drug Users and the September 11, 2001 Terrorist Attack in Washington, DC.*" Paper presented at D.C. Department of Health, March 2002.

J. Brown, Curriculum Vitae

4 of 7

"Presenter," *Patterns and trends of drug abuse in Washington DC.* Presentation at the 50th Community Epidemiology Work Group, June, 2001.

Presenter, "Jail, HIV/AIDS and Public Health: An ethnographic perspective. Paper presented at the 2001 District of Columbia HIV/AIDS Conference, *Generations at Risk: Sharing solutions*. Washington, DC, November, 2001.

(Contributing author). "Patterns and trends of drug abuse in Washington, DC." Pp. 180-185 in *Epidemiologic Trends in Drug Abuse*, Volume II: Proceedings Community Epidemiology Work Group, June 2001: U.S. Department of Health and Human Services, National Institute on Drug Abuse.

Presenter, 2001. "Criminal Justice Discharge Planning, Drug Abuse and HIV/AIDS in Washington, DC." Paper presented at the *Society for Applied Anthropology* Annual Meeting, Merida, Mexico.

Presenter, 2000. "*Criminal Justice Discharge Planning, Drug Abuse and HIV/AIDS in Washington, DC.*" Presentation of preliminary findings to NORC Washington, DC Field Office, Washington, DC, November.

(Contributing author). "Patterns and Trends of drug abuse in Washington, DC." Presentation at the 49th Community Epidemiology Work Group. In *Proceedings of the December 2000 Community Epidemiology Work Group*, Rockville, MD: National Institute on Drug Abuse.

Presenter, "Criminal Justice Discharge Planning in Washington, DC: The community response." Presentation to the Mayor's Task Force on Health and Corrections' Subcommittee, Washington, DC. HIV/AIDS Administration, July 2000.

(Contributing author). December 1999. "Patterns and Trends of Drug Abuse in Washington, D.C," pp. 171-174 in *Epidemiologic Trends in Drug Abuse*, Volume II: Proceedings, Community Epidemiology Work Group, June: US Department of Health and Human Service, National Institute on Drug Abuse.

"The aftermath of an offender reentry program on criminal recidivists in Washington, DC," *Masters Thesis*, Lincoln University, May, 1997.

ACADEMIC/ADMINISTRATIVE SERVICE

University of Maryland, College Park, College of Behavioral and Social Sciences
Faculty Mentor: Nina Cranberry, *Summer Research Initiative*, 2008.

Lincoln University, Oxford, PA, School of Graduate Studies, 1999-2002
Student Recruiter: Washington, DC Metropolitan-area

Lincoln University, Oxford, PA, School of Graduate Studies, 1998-Present
Preceptor: Master of Human Services Degree Program

PROFESSIONAL ASSOCIATIONS

American Anthropological Association
Association of Black Anthropologists
Society for Applied Anthropology
Society for Cultural Anthropology

Pi Gamma Mu	Member
Kappa Delta Pi	Member

REFERENCES

Chaplain Betty Green,

Dr. Szabi- Ishtai Zee,

Dr. Joe B. Richardson, Jr.

Dr. George Logan-El,

Dr. Flora T. Hamilton,

REDACTED

Calvin Butler Jr.

REDACTED

Objective:

To provide therapeutic case management, intervention and/or assistance to adolescents/adults suffering from the affects of substance abuse, incarceration and/or mental health issues.

Professional Experience

6/2009 to Present

Federal City Recovery Services, Washington, DC

Case Manager

- Clinically conduct a focused substance abuse/mental health assessments to determine the need for services upon resident discharge
- Conduct initial intake/evaluation of residents to identify any significant behavior, acute illness, drug/alcohol issues and/or reaction patterns
- Assist residents with achieving their ultimate goal of acquiring housing and employment
- Conduct life skills, job readiness and transitional living groups
- Conduct one on one case management sessions
- Assist linking residents to programs that provide additional community assistance such as, The Green Door and Community Connections.

8/2006 to 9/2008

DC Dept. of Employment Services, Washington, DC

Sr. Case Manager

- Managed a case load of 20-30 residents on a daily basis
- Answered questions and responded to public inquiries as needed to help the client achieve their short and long term goals
- Provided structure for the summer job program to help with registering the youth of the District of Columbia

6/2004 to 8/2006

Flagger Network , Oxon Hill, MD

Manager

- Consulted with state, local, federal and private sector businesses in an effort to secure contracts for employment and training for rehabilitation service agents
- Attended meetings with State Highway Admin with regard to state law revision and updates pertaining to traffic control
- Managed the Wood Wilson Bridge project and met with site managers on employee progress and work ethic

4/2000 to 6/2004

DC Depart of motor Vehicles, Washington, DC

SR Compliance Specialist

- Coordinated compliance division
- Responsible for keeping used car dealers in compliance with DC code regulations and policies
- Met with business owners daily to insure DC standards are met
- Issued citations when warranted
- Issued tags and temp tags to businesses usage

5/1997 to 4/2000

DC Public Works Department , Washington, DC

Investigator

- Inspected businesses and private homes for sanitation violations wrote citations when necessary
- Represented the entire division for court appearances against citizens
- Provided reports and documentation representing the city in regards to violations.

Education

University of the District of Columbia

August/1976 to September/1980

BA-Political Science

Minor-English

Professional References Available Upon Request

ELAINE BLOCK

REDACTED

PROFESSIONAL EXPERIENCE

NEW YORK STATE ATTORNEY GENERAL - Albany, NY Sept. 2008 - Oct. 2009
Assistant Attorney General, Appeals and Opinions Bureau, Federal Habeas Corpus Unit
Defended New York State against allegations of federal constitutional violations in criminal prosecutions.

- Briefed and argued constitutional issues in federal district courts and the United States Court of Appeals for the Second Circuit. Matters included due process challenge to continued involuntary commitment of insanity acquittee in light of recent Supreme Court precedent.
- Mooted attorneys preparing for oral argument before state appellate courts.

DEWEY PEGNO & KRAMARSKY LLP - New York, NY July 2002 - Dec. 2006
Senior Associate

Represented and counseled clients through all stages of complex litigation in state and federal courts.

- Interviewed clients and witnesses; drafted complaints and pre-trial memoranda; conducted document discovery; took and defended depositions; participated in mediations and settlement negotiations; drafted and argued motions and briefs before trial and appellate courts; second-seated at trial.
- Specific matters included commercial real estate disputes, internal and governmental investigations, insurance coverage disputes, and letter of credit litigation arising from Enron bankruptcy. Lead associate on successful petition to U.S. Supreme Court for writ of certiorari vacating appellate court decision in commercial real estate dispute.

KINGS COUNTY DISTRICT ATTORNEY - Brooklyn, NY Oct. 1998 - June 2002
Senior Assistant District Attorney

Senior Appellate Attorney Oct. 1999 - June 2002

- Successfully briefed and argued constitutional issue of first impression before the New York Court of Appeals; regularly briefed and argued cases before the Appellate Division, Second Department.
- Counseled trial attorneys on legal and ethical questions.
- Responded to state and federal habeas corpus petitions and Freedom of Information Act requests.

Trial Attorney, Domestic Violence and Grand Jury Bureaus Oct. 1996 - Oct. 1999

- Investigated allegations of domestic violence to evaluate appropriateness and nature of prosecution, and to assess victims' need for social services and other support.
- Interviewed and prepared witnesses to testify; conducted videotaped interviews of defendants; presented cases to grand jury; briefed and argued motions; negotiated plea agreements and appropriate alternative programs; tried cases.

EDUCATION

UNIVERSITY OF TEXAS SCHOOL OF LAW - J.D., 1996
LYNDON B. JOHNSON SCHOOL OF PUBLIC AFFAIRS - M.P.Aff., 1996

Honors/Awards:	Lyndon B. Johnson Presidential Fellowship in Law	1995 - 1996
	William P. Hobby Public Policy Scholarship	1993 - 1995
	J.J. Pickle Fellowship	1994
Assistantships:	Research Assistant to Professor Julius G. Getman	Sept. 1994 - May 1996
	Center for Public Policy Dispute Resolution	Oct. 1995 - May 1996

UNIVERSITY OF TEXAS AT AUSTIN - B.A., English Literature, 1991

ELAINE BLOCK

References:

1. *Barbara*
Alyson J. Gill

REDACTED

2. Thomas E.L. Dewey

REDACTED

3. David S. Pegno

REDACTED

Jesse Michael Bailey

REDACTED

AREAS OF DEMONSTRATED EXPERTISE

- Develop effective educational policy and legislative solutions, particularly in the areas of pre-k and early childhood education.
- Conceptualize and coordinate public and policymaker engagement strategies necessary to support and sustain legislative and policy change in education.
- Enhance organizational capacity through strategic planning, fund development, and partner recruitment and leverage.

PROFESSIONAL EXPERIENCE

Senior Legislative Analyst, 2009-2010

Office of Council Chairman Vincent C. Gray, Washington, DC

Advised the Chairman of the Council on early childhood education, education reform, and fiscal policy. Coordinated law-making process for education legislation and developed public will-building strategies to support legislative change. Specific accomplishments include but are not limited to the following:

- Drafted and negotiated the unanimous passage of legislation (Pre-K Acceleration and Clarification Amendment Act of 2010) designed to accelerate the implementation of teacher quality and program improvement provisions of the District's 2008 universal pre-kindergarten legislation.
- Coordinated legislative budgeting process for \$2 billion education system in Fiscal Years 2010 and 2011, including the budgets for DC Public Schools and early childhood education (Fiscal Year 2010 and 2011 Budget Request Acts).
- Drafted and negotiated the passage of legislative budget amendments designed to improve budget transparency, standardize the use of education agency performance metrics, and improve public education finance (Fiscal Year 2011 Budget Support Act of 2010, Title IV).

Co-Founder and Executive Director, 2006 - 2009

Pre-K for All DC, Inc., Washington, DC

Established and managed successful advocacy campaign that resulted in the passage of historic universal pre-k legislation in the District of Columbia and a subsequent government investment of over \$40 million over three fiscal years (Pre-K Enhancement and Expansion Act of 2008). Specific accomplishments include but are not limited to the following:

- Organized and managed coalition of 200 business and civic leaders to support campaign objectives, and worked with a steering committee of coalition representatives to formulate multi-faceted campaign approach.
- Facilitated the development, public release, and dissemination of two economic research studies highlighting the potential economic, educational, and social returns on investment that a universal pre-k system could bring to the District of Columbia.

Jesse Michael Bailey

REDACTED

- Convened a panel of national experts and local stakeholders to draft legislative framework for universal pre-kindergarten. Managed the formulation and execution of strategy to garner Councilmember and mayoral support for framework.
- Managed development and execution of unique “pre-k for all” organizational brand and roll-out of media campaign to support legislative strategy.
- Led successful fundraising efforts to garner support for campaign from national foundations and corporate and philanthropic interests in the District of Columbia.

State Policy Fellow, 2005-2006

Pre-K Now, Washington, DC

Authorized \$3.1 million in grants to state-level organizations to launch universal pre-k advocacy campaigns and provided technical assistance to campaigns in the areas of grassroots organizing, political and legislative strategy, policy development, and media outreach; as a member of Pre-K Now's State Policy Team. Coordinated ground operations for first major satellite conference on pre-k advocacy strategies involving 10,000 advocates at 100 remote sites across 40 states. Worked with Executive Director to draft and execute fund development strategy resulting in \$10 million in support for the organization over two fiscal years.

EDUCATION

Harry S. Truman Foundation and George Mason University, Washington, DC

Truman Albright Fellowship Program, 2006

Selected to participate in the Harry S. Truman Foundation's inaugural public service fellowship program; which supplements full-time public service employment with graduate level coursework in political affairs and public policy.

University of Rochester, Rochester, New York, 2005

Bachelor of Arts in African-American Studies, Political Science and History, 2005

- Majors in three distinct areas of study with an interdisciplinary focus on urban policy and politics.
- Cum Laude and Phi Beta Kappa Honors.
- 2004 Harry S. Truman Scholar for academic achievement and exceptional leadership.
- Class of 2005 Chief Marshall.
- Research Assistant to the Deputy Minister for Work and Pensions, British House of Commons.

Curriculum Vitae available upon request.

-- REDACTED

EDUCATION

Howard University, Washington, DC, B.A., May 2007

Major: Public Relations Minor: Business Administration / African-American Studies

Scripps Foundation Scholar, Golden Key Honor Society, National Society of Collegiate Scholars

PROFESSIONAL EXPERIENCE

Gray Transition 2010, Washington, DC

Analyst, November 2010-Present

- Lead Analyst and liaison to the Economic Development and Health and Human Services Committees and supported all eight transition committees.
- Interfaced with entire transition leadership team and staff daily, conducted meetings with transition leadership team, economic development and Health and Human services sub committees on a weekly basis.
- Ensured that all committees were staffed appropriately, responsible for writing all executive summaries and briefing documents, conducted all research inquiries on various topics that were presented by each committee, produced written reports and presentations on findings from research topic areas, and summarized the discussion points highlighted in committee meetings.
- Produced and directed the Mayor's "Jobs Creation & Economic Development Summit" which brought together CEO's and key executives of various companies in District of Columbia to discuss economic development and job opportunities for the city.

Vince Gray for Mayor, Washington, DC

Staff, April 2010-November 2010

- Served as a key member of the Advanced Operations team during the 2010 Mayor Campaign.
- Responsible for writing briefing documents for the candidate before events.
- Assisted Director of Advanced Operations in selecting team members and placing them on assignments at various fundraisers, meet and greets, straw polls and Mayoral debates.
- Was the College Campus Coordinator and led the Get Out The Vote (GOTV) events and drag and pull operations on university campuses located in the District and assisted with the Public Housing Developments Lead coordinator with GOTV effort throughout the city.
- Advanced events on behalf of the candidate which included collecting contributions, taking notes that detailed the conversations between the candidate and his audience, following up with constituent's requests and concerns.
- Served as a member of Finance Team, produced expenditure reports, documented all contributions, and was responsible for all requisition reports.

Executive Office of the Mayor, Washington, DC

Assistant to Director, Office of Boards and Commissions, April 2010- July 2010

- Conducted preliminary interviews with candidates for various seats in the 185 Boards and Commissions in the District of Columbia.
- Vetted each candidate approved by the Director and prepared and submitted their packages to Council and was liaison to the nominee and council members throughout the legislative process.
- Prepared all official documents, staffed and created the programs for each Swearing -In Ceremony.
- Updated database with new candidates and ensured database was up to date.
- Provided weekly update to Executive of new applicants and vacancies that needed to be filled.

Executive Office of the Mayor, Washington DC

Scheduling Specialist, Executive Office of the Mayor, March 2010- April 2010

- Keeping a calendar of appointments and meetings for the candidate.
- Tracking campaign timetable and deadlines.
- Working with Volunteer Coordinator to arrange candidate's event schedule.
- Soliciting events and activities for the candidate.
- Supplying key staff with advance copies of the Mayor's schedule.
- Researched all public appearances and events, providing:
 - Time, address, directions, contact numbers, and maps
 - Contact people and roles.
 - Time length for Mayor's remarks and ground rules.
 - Briefing documents with background on the group and the audience attending.

Executive Office of the Mayor, Washington DC

Intern - Program Analyst, Office on African Affairs, July 2009- February 2010

- Served as a liaison between the District's 15,000 members of the African immigrant community and the government.
- Created and distributed brochures detailing government and non-government resources and that benefit the African immigrant community.
- Communicated daily with over 2500 members of DC's African Community through the Agency's listserv, Facebook, and Twitter accounts.
- Assisted with program initiatives and created outreach materials to educate community about government programs and resources.
- Researched grants and partnership opportunities and assisted the Director in developing grant proposals.

Solomon Development Company, New York, NY

Fellow - Local Projects Associate, July 2007 – June 2009

- Core member of the team that developed and executed the project plan for new residential developments.
- Produced written reports, data submissions of local development hot zones and provided written recommendations for new projects.
- Performed extensive analysis and research on potential investments in new communities and assisted in developing each project's Profit Analysis.
- Collaborated with senior executives of the company to determine best strategy for each new project/development.

TV One LLC, Silver Spring, MD

Intern - Assistant to VP of Talent and Casting September 2004 – May 2005

- Liaison between external media executives and the Vice President.
- Assisted in developing Marketing strategy for new TV One talent.
- Managed, organized, and sent out talent Press Kits for TV One talent.
- Assisted in building the networks talent database.

REDACTED

Summary of Skills

Corporate experience in Human Resources, Recruitment and Administrative process management. Success in managing various processes without sacrificing efficiency and attention to detail. Proficient in all MS Office applications with the ability to learn new processes (electronic or otherwise), quickly and efficiently.

Experience

June 2009 – Present – DC Chamber of Commerce – Human Resources & Administration Specialist –
Reference – Marco Aguilar (Chief of Staff) – 202-624-0600

- Responsible for all Human Resources and Benefits processing including payroll, benefits enrollment, new hire processing, and vendor cost analysis, and HR auditing
- Assist with preparation and administration of annual budget
- Responsible for scheduling all meetings as they relate to all committees of the Board and Committee Chairs, as needed – attending these meetings to take minutes.
- Directing the preparation of all Board and Committee meeting materials by set deadlines
- Responsible for ensuring that all Board and Committee communications are disseminated in an efficient and timely manner.
- Working with the EAP manager to prepare detailed invoicing and ensure timely delivery for our Employment Advocacy Program.

May 2008 – February 2009 – Endeavor Systems – Sr. Recruiting, Human Resources & Communications Specialist (McLean, VA) - Reference – Chris Jordan (CTO) – 703-728-6778

- Responsible for all Recruiting and hiring efforts for federal government and commercial IT security contracts; conducting daily searches and screenings, focusing on Information Security and Business Development candidates.
- Manage the process of all Human Resources efforts including employment offers, new hire orientation, conflict resolution, termination and exit interviews, and employee retention.
- Developed and implemented resume review and interviewing protocol for management to select prospective candidates.
- Developed and maintained a candidate database for sourcing candidates who already have relationships with the organization.
- Outlined the Recruiting and Hiring Standard Operating Procedures for current and future hiring managers.

December 2005 to April 2008 – MVM, Inc. – Senior Recruiter (Vienna, VA) - Reference – Donald Jones, CQIA, Project Manager, MVM (301) 402-4025

- Responsible for meeting with Project Managers to assess the staffing needs for 5 Government Armed Security Contracts while coordinating with Director of Recruiting to develop recruitment programs that are consistent with the corporation's commitment as an EOE employer.
- Researching and implementing new strategies to develop a more robust candidate pool – i.e., internal referral programs, open houses and career fairs, etc.
- Participated in the Compliance Contract Audit Team for 2 consecutive years (1 year as a Lead Auditor)

BRIAN K. FLOWERS, ESQ.

Legislative/Administrative Law, Community Affairs, Real Property and Litigation

REDACTED

Professional Experience

- 12/1997 to 12/2010, General Counsel, Legislative Counsel/Deputy General Counsel, Council of the District of Columbia.
- 1998 to present, Guest Lecturer, Legislative Drafting Seminar, University of the District of Columbia David A. Clarke School of Law.
- 1987 to 1997, Acting Administrator/ Attorney Advisor, Office of Documents and Administrative Issuances, Executive Office of the Mayor, Washington, D.C.
- 1985 to 87, Legislative & Policy Analyst, D.C. Dept. of Housing & Community Development, Washington, D.C.
- 1981 to 85, Executive Director/Attorney, Advisory Neighborhood Commission 5C, Washington, D.C.

Boards and Commissions:

- Commissioner, National Conference of Commissioners on Uniform State Laws (2002 - Present), *Drafting Committee to Revise Model State Administrative Procedure Act*
- Member, District of Columbia Historical Records Advisory Commission (2003 - 2007);
- Member, District of Columbia Board of Appeals and Review (2001 - 2003);
- Advisory Neighborhood Commissioner (Elected), Brookland, 1986 - 92 (Chair 1992)
- Adult Chairperson, Neighborhood Planning Council No. 10 (1992).

Bar Admissions

Federal

- United States Supreme Court
- United States Court of Appeals for the District of Columbia Circuit
- United States District Court for the District of Columbia

State/Local

- District of Columbia - December 1981 (Examination)
- Florida - November 1982 (Examination)

Education

- J.D., Georgetown University Law Center, Washington, D.C. - 1981
- B.A., Howard University, Washington, D.C. - 1977
- Chofu High School, Tokyo Japan - 1973

Personal: Born - Aguidilla, Puerto Rico; Married, two children; Excellent health

References and Writing Samples Provided Upon Request

REDACTED

CHRISTOPHER STEVEN FITZGERALD

REDACTED

WORK EXPERIENCE

Resource Development Associate

National Council of La Raza – Washington, DC (May 2009 – Present). Provided administrative support for national fundraising team by utilizing Microsoft CRM as the donor database. Created systems for processing contributions and acknowledging donors that streamlined the operation. Conducted research for individual and corporate prospects that resulted in expanded donor base. Employed new media programs such as Facebook and text messaging campaigns to create new ways of raising small contributions. Instituted organization wide intern program.

Political Fundraising Consultant

Human Rights Campaign – Washington, DC (Jul-Nov, 2008). Coordinated with Democratic National Committee and Obama for America finance staff to ensure HRC membership participation in fundraising events benefiting the Obama for America campaign. Provided donor research of HRC's major donor and Federal Club participants that resulted in a national prospect list for campaign events across the country. Worked with host committees by soliciting HRC major donors, following up on pledges, and executing large donor events.

Manager of Donor Programs/Deputy Political Director, Hoosiers for Hillary

Hillary Clinton for President – Arlington, VA/Indianapolis, IN (Apr 2007 – Jun 2008). Worked with the national finance team as point person for major donor information. Maintained and updated donor database using NGP software. Created processes to effectively track and attribute contributions to the correct fundraiser. Assisted in executing regional finance strategy by collecting pledged contributions and following up with host committees to ensure financial goals were met. Managed a political/low dollar phone bank that recruited thousands of volunteers and raised \$95,000. Tracked and secured endorsements from Indiana's state and local leaders. Utilized steering committee, endorsers, and labor unions in creating event programs and crowd building for political rallies. Conducted political greets between campaign principles and local leaders to thank them or solicit their support.

Get Out the Vote Organizer,

Baron Hill for Congress – New Albany, IN (Oct-Nov, 2006). Conducted face-to-face voter identification and Get Out The Vote (GOTV) efforts in targeted precincts for the Congressman's successful re-election. Voluntarily assisted in recruitment and training of paid canvass team. Aided field staff in managing phone banks and designing canvass routes.

Volunteer Coordinator/Ward 2 Coordinator,

Linda Cropp for Mayor – Washington, DC (Jun-Sept, 2006). Recruited and supervised campaign volunteers for citywide volunteer operations involving hundreds of District residents. Organized field operations and visibility events for the District's second ward. Represented the campaign to major stakeholders and organizations within the Ward. Hired and lead a canvass team that interacted with voters in every neighborhood in Wards 2 and 3.

Production Manager/Intern Coordinator/Project Coordinator,

Greenberg Quinlan Rosner – Washington, DC (Oct 2003-May 2006). Responsible for assembly and distribution of polling data and reports to staff and clients. Hired and effectively managed a team of interns to support a 50 person staff. Conducted training sessions containing overview of quantitative and qualitative research. Supported office management by maintaining front office and infrastructural support. Cataloged and organized print and electronic office libraries using Microsoft Access. Proofed polling data and client memos. Managed timelines and deliverables between an analytical team and the vice president. Handled scheduling, expenditures, and administrative duties for vice president.

EDUCATION

DePauw University – Greencastle, IN (May, 2002)

- Bachelor of Arts – *Conflict Studies* (College of Liberal Arts)
 - Concentrations – *Political Science, Religious Studies, and History*

SKILLS

- Computer – Macintosh, Windows, Microsoft Office, NGP, CRM, Donkey, Adobe Photoshop, LexisNexis, Westlaw

HONORS & LEADERSHIP

- 2010 – Elected Lay Leader for Mount Vernon Place United Methodist Church – Washington, DC
- 2010 – LGBT Outreach coordinator for the Vince Gray for Mayor campaign – Washington, DC
- 2006 – Member of Gertrude Stein Democrat Club – Washington, DC
- 2002-2005 – Served as Student Trustee for DePauw University – Greencastle, IN

REFERENCES AVAILABLE UPON REQUEST

Sandra C. Gomez

REDACTED

EDUCATION

The Lab School of Washington, Washington, DC, January 2011 to present
Montgomery College, Takoma Park/Silver Spring, MD; September 2006 to 2008
Bell Multicultural High School, Washington, DC; HS Diploma June 2006

EMPLOYMENT EXPERIENCE

CentroNía, Washington, DC, November 2004 to present

- Executive Assistant to the President and CEO, November 2007 to present: Major responsibilities include scheduling, support for boards of directors for CentroNía and DC Bilingual Public Charter School, email oversight, executive team support, telephone support and event support.
- Development Assistant, November 2004 to November 2007: Major responsibilities included office management, merchandise inventory and management, and reception.
- Development Intern, November 2002 to November 2004: Event support and office management.

DC Department of Employment Services: Office of Youth Programs, Summers 2002 & 2004
CentroNía, Washington, DC

- Worked full time in day care program for 2 to 3 year old children. Assisted teachers in instruction, play, and childcare.
 - Provided administrative support and data entry for Family Literacy program.
 - Assisted the Development office with administrative duties and revision of marketing materials.
- Bell Multicultural High School**, Washington, DC, Summer 2001
- Worked in Bell High School's daycare center and assisted in the care of babies and toddlers.

EDUCATIONAL ACTIVITIES

The Lab School of Washington, Washington, DC, February 2006 to May 2007

Enrolled in math, reading and writing program to improve skills.

The National Council of La Raza (NCLR): NCLR Annual Conference, Philadelphia, PA, Los Angeles, CA and Miami, FL Summer 2005 - 2007

Attended one week national conference for nearly 500 high school and college students, youth leaders, and young professionals focused on immigration issues, Dream Act legislation, and college preparation process.

Architecture Construction and Engineering (ACE) Mentor Program of the Greater Metropolitan Area Inc., Washington, DC, December 2003 to June 2006

Attended after-school architecture and engineering workshops was selected for competitive college preparation program from schoolwide pool of applicants.

The Catholic University of America: Design Discovery Workshop Washington, DC, October 2004

Participated in an intensive five-week program designed to introduce aspiring architects to the discipline of design through in-studio design projects and presentation to instructors and professors.

College Summit-Trinity College, Washington, DC, August 2004

Attended a four-day program on the college selection process, writing a college essay and how to complete a college application.

The Catholic University of America: Experiences in Architecture, Washington, DC, June to July 2004

Participated in a three-week program to study architecture, visited working firms, attended college lectures, and gained an understanding of college life.

Youth Action Research Group (YARG), Washington, DC, April 2004

Attended a workshop on effective verbal communication strategies for youth advocates and conceptualized and assisted in the design of a plan of action.

Washington Hospital Center, Washington, DC, November 2003

Participated in a teen dialogue with physicians on issues related to teen pregnancy and improving medical services for teens.

Upper Cardozo Clinic Teen Alliance for Prepared Parenting (TAPP) Program, Washington, DC, March 2000 to present
Regularly attend parenting classes to learn about child development and child rearing.

EDUCATIONAL AWARDS AND ACCOMPLISHMENTS

- Awarded an ACE Mentor Program of the Greater Metropolitan Area, Inc. scholarship for Catholic University of America Summer pre-college program June 2004
- Honor Roll 2003 to 2005
- Academic Foundation Certificate in Mathematics and English June 2003
- Student of the Week fall and spring of 2001 to 2005

Anita Franklin

REDACTED

Objective: *Displaced employee seeking to secure a permanent position to further my career and utilize my skills and talents.*

Experience: *Staff Assistant, March 2005-August 2009
Department of Human Services, Office of Emergency Management
64 New York Ave. N.E., Washington, DC 20002*

Duties and Responsibilities:

- *Accomplished a variety of tasks requiring coordination and contact with diverse sources necessary to meet the ongoing operational goals and objectives of the Emergency Management Program (EMP) which is responsible for emergency support functions 6 (mass care) and 11 (food) in the event of an emergency in the District.*
- *Participated in emergency preparedness drills and tabletop exercises. Served as liaison to obtain or communicate information relative to meetings, assignments, short and long-range plans and projects as well as to obtain detailed information to support the agency and the city's Emergency Management Agency (EMA) Programs.*
- *Established and maintained an automated system for tracking current and prior year reports of a complete/comprehensive budget and spending records for the EMP which accurately and quickly determine the availability of funding to cover mandated costs or discretionary expenditures.*
- *Created requisitions using the PASS system. Maintained and monitored equipment, supplies, publications, subscriptions. Submitted procurement plans for annual supply needs and maintained the inventory for EMA emergencies as it relates to mass care in the District. Tracked supply usage within the unit and warehouse.*
- *Established a current database of all agency emergency management personnel and overseen the training maintaining data which shows that the District was in compliance which allowed continued federal of grants for training, supplies and equipment. Informed employees of available training and supervisor of mandatory training.*
- *Attended meetings and special events to report proceedings for supervisor and staff. Prepared notes and formal summary of briefings, highlights, decisions, goals and objectives.*
- *Prepared and tracked requests for travel, training and local mileage impress reimbursements, etc, for the staff and performed other related duties as assigned.*

Experience: *Correspondence and Information Assistant, March 1991-March 2005
Department of Human Services, Office of the Director
64 New York Ave. N.E., Washington, DC 20002*

Duties and Responsibilities:

- *Opened, read, assigned and using data entry controlled for tracking purposes all incoming correspondence received from the Mayor's IQ system, federal and local government, private agencies and constituents to the Director of the Department of*

Human Services. Send all assigned documents via-email or fax to appropriate offices for a 72 hour response.

- *Received prepared responses for the Director's signature from the Administrators and Offices Heads; reviewed and certified that the document is ready for the Director signature. After signed forwarded to the appropriate person for their records. Closed out and filed.*
- *Prepared weekly overdue correspondence reports for Administrators and Office Heads notifying them of any overdue correspondence and requested immediate responses.*
- *Archived correspondence more than two years old, maintained log accession numbers and prepared documents to be sent to the D.C. Records Center.*

Experience: *Clerical Assistant –Internship, March 1985-March 1986
United States Army Medical Personnel Agency
1900 Half St., S.W. Washington, DC 20024*

Duties and Responsibilities:

- *Performed data entry to requests for personnel background information from the National Agency Check for Active and Reserve Army Personnel.*
- *Assisted in the preparation of reports, budgets and work plans. Provided support by typing letters, forms and other correspondence. Prepared for meetings and conferences. Distributed incoming and outgoing mail. Updated files and maintained supplies for the entire office.*

Education: *Cardozo Senior High School, Graduate, June 1983
1300 Clifton St, N.W., Washington, DC 20009*

Training: *Intermediate Microsoft Excel - February 2006
Introduction to Microsoft PowerPoint- January 2006
Microsoft PowerPoint Level II-February 2006
Microsoft Excel 2003 Level I –December 2005
Advance Microsoft Word Level III - August 2005
Basic Writing Skills I - 2003
Communication Skills - May 2003
Stress Management June – 2003
Time Management September 2003
Writing for Maximum Impact – July 2001
Vocabulary and Reading Development -May 2001
Introduction to Microsoft Word for Windows – August 2001*

Awards: *Employee of the Month, June-2005. DHS Correspondence Unit maintained compliance in the Mayor's Customer Service Standards Award
DHS Nominee for the 1994 Theodore R. Hagan Public Service Award for outstanding services rendered to residents of the District of Columbia.
Appreciation Award for volunteer services rendered to the youth and teachers in the Public Schools of the District of Columbia, May 30, 1991, June 11, 1991, June 15, 1994 and May 25, 1995.*

References: *Upon Request*

References

Randy Moses

REDACTED

Brenda Perkins

REDACTED

Melvyn Smith

REDACTED

Deborah George Johnson

REDACTED

Employment History

Office of Policy and Legislative Affairs
Executive Office of the Mayor

10/07 - Present

Policy Analyst

- Perform complex legislative research of statutes, codes and regulations by tracking complicated proposals, reports, hearings and bills online; using every source applicable to develop short and long-range policy priorities to inform the Mayor of appropriate actions for legislation under my purview or the need to create new legislation. Utilized extensive knowledge of the Home Rule Charter, the Council Rules of Organization and the working knowledge of Council, Executive and Congressional legislative process to facilitate the Mayor's legislative priorities.
- Build and coordinate policy development support for the Mayor's legislative agenda among the Council, citizens, stakeholders and other policymakers, to advocate for issues on Housing and Workforce Development, Employment and Aging; the agenda through the local and federal legislative and budgetary processes; successfully won final approval of about 80% of the Mayor's agenda.
- Develop and manage the Mayor's Budget Support Act during the fiscal Budget cycle, which consists of compiling legislative drafts for 46 agencies directors and their legislative analyst; compile data relevant to the Budgets close to \$11 billion dollars, finalized for transmittal to the Council and successfully lobbied for passage of the Budget Support Act.

Office of Legislative Support,
Office of Policy and Legislative Affairs
Executive Office of the Mayor

1/07- 10/07

Staff Assistant

- Reviewed, maintained and tracked approvals of contracts, reprogramming and grants for transmittal to the Council for approval.
- Designed and monitored a legislative tracking system for OPLA and for Mayoral nominations to Boards and Commissions time-sensitive documents, which allowed staff to make informed decisions about the appropriate action to take and notified officials of pending deadlines.
- Organized, developed and facilitated policy options for preparing the Budget Act and the Budget Support Act in the current fiscal year; collected, prepared transmittal, and updated status of the Budget Support Act and Budget Act until passage by the Council.

Deborah George Johnson

REDACTED

Legislative Services Division
Council of the District of Columbia

4/97 - 1/07

Legislative Information Specialist

- Tracked the U.S. Congress' active sections and recess periods and monitored time sensitive documents and notified Council Staff of their status.
- Attended monthly Council Legislative and Committee of the Whole meetings to record introduction and referral of new legislative measures, and to record the vote of legislative measures passed by the Council or scheduled for a future meeting.
- Prepared exhibits, narratives, statistical materials and related background information for administrative use and the budget process.
- Assisted in the development of the Legislative Information Management System (LIMS).

Legislative Services Division
Council of the District of Columbia

4/93 - 4/97

Administrative Clerk

- Responded to requests by phone, walk-in and mail. Prepared various responses for information or documents and compiled legislative history for legislation when requested and prepared documents for publication in the D.C. Register.
- Managed archival of historical and retired data.

Education

Paralegal Certificate, 2003
Graduate School, USDA, Washington, DC

Business Development Certificate, 1995
Howard University School of Business, Washington, DC

Public Management Courses, 1976 -1978
University of the District of Columbia

McKinley Tech Senior High School
Washington, D.C.
Diploma, 1974

Deborah George Johnson

REDACTED

Employment History

Policy Analyst, Office of Policy and Legislative Affairs
Executive Office of the Mayor

10/7 – Present
Washington, DC

- Develop policy priorities to inform the Mayor of appropriate actions for legislation.
- Build and coordinate policy development support for the Mayor's legislative agenda.
- Advocate for issues on housing, workforce development, employment and aging.
- Successfully won final approval of about 80% of the Mayor's agenda.
- Organized, developed and facilitated preparing the Budget Support Act in the current fiscal year in conjunction with the Budget Act.

Staff Assistant, Office of Legislative Support,
Executive Office of the Mayor

1/07 – 10/07
Washington, DC

- Designed and monitored a legislative tracking system for Mayoral nominations to various boards and commissions.
- Reviewed, maintained and tracked approvals of contracts, reprogramming and grants.
- Organized, developed and facilitated policy options for preparing the Budget Act and the Budget Support Act in the current fiscal year.

Legislative Information Specialist, Legislative Services Division
Council of the District of Columbia

4/97 – 1/07
Washington, DC

- Tracked Congress' active sections and recess periods.
- Prepared exhibits, narratives, statistical materials and related background information for administrative use and the budget process.
- Assisted in the development of the Legislative Information Management System (LIMS).

Administrative Clerk, Legislative Services Division
Council of the District of Columbia

4/93 – 4/97
Washington, DC

- Responded to requests by phone, walk-in and mail.
- Compiled and managed legislative history for legislation.
- Prepared documents for publication in the D.C. Register.
- Assisted with the archival process.

Education

Paralegal Certificate
Graduate School, US Department of Agriculture

2003
Washington, DC

Business Development Certificate
Howard University School of Business

1995
Washington, DC

Public Management Courses
University of the District of Columbia

1976 -1978
Washington, DC

LESLIE R. GREEN

REDACTED

SUMMARY: Consultant to foundations and nonprofits and independent business owners bringing extensive experience driving strategic communications, sales, network marketing, and membership growth. As a native Washingtonian I possess strong business, political and professional contacts with the ability to coordinate a diverse cross section of interests.

EMPLOYMENT HISTORY

GMMB (Greer, Margolis, Mitchell and Burns), Washington, D.C.

Senior Associate/Senior Account Executive, July 2007 – Present

Associate, May 2005 – July 2007

- Provide writing, research, and earned media support for the Bill & Melinda Gates Foundation's U.S. Education Program
- Develop communications plans and message documents for foundation projects and grant announcements
- Lead and coordinate media outreach teams for various foundation announcements to garner national media attention
- Serve as a manager for the foundation's media requests through the media line
- Conduct media outreach efforts for several foundation projects, including national summits milestone initiatives, and a number of foundation grant announcements
- Served as the coordinator of the foundation's partnership with the MTV network

The Walker Marchant Group, Washington, D.C.

Senior Account Executive, August 2004 – May 2005

Account Executive, January 2004 – August 2004

- Managed client accounts providing media outreach, community relations and event planning services
- Managed client billing and provided basic accounting responsibilities
- Prepared proposals for potential clients
- Provided support to senior level executives in crisis communications, media relations and strategic counsel by conducting research; developing materials such as press releases, media advisories, editorials and internal documents; and pitching to various media regarding a client event or story

The Walker Marchant Group, Washington, D.C.

Intern, May 2003 – December 2003

- Performed writing and editing responsibilities
- Assisted with planning and preparation of client events
- Provided support to account supervisor and director on proposals to clients and internal documents

Golden Life Ventures

Founder and CEO, May 2004 – Present

- Assembled and trained a marketing and distribution network that was responsible for recruiting nearly 500 independent business owners around the United States and more than 1,000 customers

- Serve as an integral member of the training and coaching team that facilitates conference sessions and weekly events that reach hundreds of independent business owners per week

YTB Travel Network

Business Owner, Independent Distributor, January 2007 – Present

- Lead and recruit a sales team comprised of more than 250 independent e-commerce business owners throughout the United States
- Create and distribute bimonthly online newsletter sent to more than 250 clients and weekly newsletter sent to nearly 200 independent business owners
- Develop market penetration strategies and develops customized training presentations to support team of independent business owners
- Serve as a featured speaker and facilitate production and coordination of weekly conference sessions and events
- Co-creator and producer of bi-monthly forum entitled "The Boardroom" that presents a professional showcase of the YTB Opportunity

ACN, Inc.

Business Owner, Independent Distributor, May 2004 – January 2007

- Led and recruited a sales network comprised of more than 200 independent telecom business owners
- Developed a client base of more than 1,000 telecom customers throughout the network billing nearly \$10,000 per month
- Served as a featured speaker and assisted with the production and coordination of weekly conference sessions and events

Greenhouse Entertainment, LLC, Washington, D.C.

Creative Director/Artist/Songwriter, May 2002 - Present

- Artist/Songwriter on CD released on September 2002 entitled *The Greenhouse Effect - Phase One*
- Assisted with selecting artists and songs for CD
- Coordinated marketing, advertising, and promotional appearances in support of the CD release
- Prepared artists for television performances, radio interviews, and personal appearances

EDUCATION

M.A. in Communications, May 2004

Howard University, Washington, D.C.

Concentration in Mass Communications

B.A. in English, May 2002

University of Virginia, Charlottesville, Virginia

Concentration in English Literature

VOLUNTEER WORK

- Co-Chair of Young Professionals for Gray – Leads campaign and fundraising activities for the Young Professionals Committee for the 2010 Vincent Gray for D.C. Mayor Campaign
- Singer, Gospel Choir Favour – Sings at various churches on a bimonthly basis
- Guest Services Assistant, Zion Church – Assists with the needs of Zion attendees and guests

JOHN-PAUL HAYWORTH

REDACTED

EMPLOYMENT

HOUSE OF REPRESENTATIVES, COMMITTEE ON TRANSPORTATION & INFRASTRUCTURE, SUBCOMMITTEE ON OVERSIGHT & INVESTIGATIONS, WASHINGTON, DC

Legislative Staff Assistant / April 2010 - present

- Research and prepare reports, letters and other documents required by the Committee.
- Assist Subcommittee staff in numerous on-going investigations including analyzing sensitive information, writing executive memos, correspondence with sources and compiling data.
- Examine investigation reports from various agencies and provide briefings to Subcommittee staff, including potential "next step" actions.
- Concurrently staffed Public Buildings, Economic Development & Emergency Management Subcommittee including hearing preparation, writing and editing correspondence and developing memoranda.

EXECUTIVE OFFICE OF THE MAYOR, OFFICE OF POLICY & LEGISLATIVE AFFAIRS, WASHINGTON, DC

Policy Analyst / September 2008 - January 2009

- Developed city policies, legislation and strategic goals for homeland security, economic development, and fire and emergency medical services for the District of Columbia.
- Personally briefed and worked with high-level District of Columbia principals, such as the Mayor, Council, and senior executive staff including providing at least weekly updates on Council activities and likely action to the Mayor and City Administrator.
- Served as liaison between the Mayor and executive agencies and the Council. In this role, brokered compromises between the parties to pass regulations.
- Negotiated contentious regulations on new ambulance fees for the District of Columbia. Regulations were passed by the Council of the District of Columbia and went into effect on December 26, 2008.
- Tracked Council's progress on legislative issues by attending hearings and executive briefings on behalf of the Mayor and Deputy Chief of Staff.

COLLINS & COMPANY, INC., ARLINGTON, VA

Senior Legislative Associate / November 2006--September 2008

Associate / January 2006 - October 2006

Research Associate / March 2004 - December 2005

- Direct knowledge and involvement in the federal regulation and appropriation process — with a focus on the following Congressional Appropriation Bills: Defense, Commerce-Justice Science, Agriculture, Interior, and State-Foreign Operations.

- Developed federal relations strategies for clients to secure policy and funding goals and Congressional and Executive Branch support.
- Provided in-depth analysis of congressional activities including calendar, basic and advanced appropriations concepts and procedures and political analysis.
- Consulted directly by customers and decision makers to gather my opinion and understanding of the rapidly changing political landscape and environment.
- Researched and composed reports and white papers for customers on a number of topics, including but not limited to foreign affairs, missile defense, Department of Defense procurement, export licensing, and foreign aid programs; also produced weekly and annual written reports that included potential congressional actions and wrote congressional bill and report language that was incorporated verbatim into public law.
- Responsible for training and mentoring new employees and interns. Wrote manual on processes and procedures that was adopted as required reading for all new employees.
- Tracked congressional progress on legislative issues by attending congressional hearings and composing summary memos; researching, tracking, analyzing and summarizing legislation and regulations; and composing memos and correspondence with customers, in addition to other administrative duties.

CONGRESSMAN DENNIS MOORE, WASHINGTON, DC

Intern / May 1999 - July 1999

- Assisted staff in constituent correspondence on a variety of issues including social security, health and human services and foreign affairs.
- Prepared briefing memos on legislation for Member.
- Performed various administrative functions.
- Provided tours of US Capitol Building.

EDUCATION/AWARDS

UNIVERSITY OF CONNECTICUT, Storrs, Connecticut.

MA International Studies – European Studies Concentration, 2003

BAYLOR UNIVERSITY, Waco, Texas.

BA International Studies & History, 2001

Member, Phi Alpha Theta, History Honor Society

Member, Sigma Iota Rho, International Studies Honor Society

UNIVERSITY OF MAASTRICHT, Maastricht, The Netherlands.

January 2000 to May 2000

WARREN GRAVES

REDACTED

EXECUTIVE SUMMARY

A seasoned administrator with over twenty-five years experience in government affairs, management and administration, policy development and communications. Mr. Graves is skilled in strategic planning, organizational structuring and development, legislative management and budget development.

PROFESSIONAL EXPERIENCE

Management and Government Affairs Consultant: 01/96 to Present

Chief of Staff – Office of Public Education Facilities Modernization

- Served as Chief of Staff to the Executive Director and was responsible for providing direction and supervision to OPEFM's senior staff, design and construction staff, and the administrative and financial management staff.
- Served as principal liaison to the Council of the District of Columbia and Executive Branch agencies.
- Coordinated the activities of Program Management Team that is responsible for overseeing the construction management team.

Chief of Staff - District of Columbia Sports & Entertainment Commission

- Served as Chief of Staff to the President and Chief Executive Officer and was responsible for providing direction and supervision to the Commission's senior staff, stadium and Armory operations staff, and the Commission's administrative and financial management staff.
- Served as principal liaison to the Council of the District of Columbia and Executive Branch agencies.
- Coordinated the activities of the Program Management Team that was responsible for overseeing the construction management team that was building the new Washington Nationals Ballpark.

Director of the Mayor's Office of Intergovernmental Relations

- Managed the District government's Executive Branch relations with the Congress, the White House, federal departments and agencies, State, local and regional governments and the Council of the District of Columbia.

Campaign Manager and Transition Staff Director for Mayor Anthony A. Williams

- Managed general election campaign for Democratic Mayoral Candidate Anthony A. Williams and achieved historic first by winning majority vote in all 140 precincts in the city.
- Directed staff and 3,000 citizen participants in developing Mayor-Elect Anthony A. Williams' transition agendas for D.C. government department and agencies.

Consultant to Labat-Africa, Incorporated

- Provided government affairs and program management services involving democratization projects in South Africa.

Government of the District of Columbia: 04/75 to 01/95**Assistant to the Mayor**

- Served as mayoral liaison to public safety cluster agencies that included the Metropolitan Police Department, D.C. Fire Department, D.C. Department of Corrections, and the D.C. Office of Emergency Management.

Assistant Director for Metropolitan and Regional Affairs -- Office of Intergovernmental Relations

- Represented the District of Columbia on the Board of Directors of the Metropolitan Washington Council of Governments (COG).
- Elected as Vice-President of COG and appointed Chair of Public Safety Policy Committee.
- Exercised oversight on performance of Police Chiefs Subcommittee, Fire Chiefs Subcommittee, Judicial Subcommittee, State Attorneys Subcommittee and Emergency Management Subcommittee.

Director, Mayor's Office of Communications

- Acted as the spokesman to the press and electronic media for the mayor and the D.C. government.
- Oversaw the operations of the D.C. Office of Cable Television and coordinated the activities of Public Information Officers throughout the D.C. government.

EDUCATION

Attended Tuskegee Institute and Howard University

ACTIVITIES and AWARDS**Board Member**

- Children's Hospital
- St. Patrick's Episcopal Day School
- Studio Theatre
- Christmas In April
- Non-profit Community Development Corporation
- Men of Trinity

District of Columbia's Distinguished Public Service Award 1978, 1986, 1993

District of Columbia's Meritorious Public Service Award 1996

Metropolitan Washington Council of Governments' Public Service Award 1989

Chesapeake Bay Program's Distinguished Public Service Award

Alysia Y. Taylor
REDACTED

Profile

Professional team player, self-motivated, confident in making independent analytical decisions and enjoy taking on and learning new tasks. Excellent oral, interpersonal and written communication skills; organized; able to meet deadlines and remain calm under extreme pressure. Experienced in office management including managing deadlines, budgets and handling multiple projects simultaneously. Dependability and creditability is well documented.

Experience Highlights

Project Management

- Negotiated facility contracts and services needed for concerts and/or special events.
- Negotiated contracts and prices with insurance carriers (general liability, health, disability, workers compensation, life and spectator insurance) and made final recommendation to company president.
- Managed concerts and special events including the monitoring of activities and related services (sale of tickets, staffing, box office operations, advertising, media coverage, etc.).
- Supervised and managed ticketing operations including setting up events, monitoring sales, operating Ticketmaster ticketing system (printing tickets, daily ticket reports, special customized reports, reconciled reports for financial settlement, etc.) and reconciling receipts for concerts and events.
- Approved creation of company website and established policies and procedures for transmitting concert and special event information for inclusion on company website to Webmaster.

Financial Management

- Analyzed and produced financial settlement of concerts and special events (average from \$50,000.00 to \$300,000.00).
- Approved and processed vendor invoices for payment; processed accounts payable and receivable; produced reports using job cost accounting software; sort, record, prepare and make bank deposits of check and/or cash; bank reconciliations; prepare and disseminate yearly federal W-2 and 1099 forms to employees, contractors and the Internal Revenue Service.
- Reviewed and approved time and attendance records; process and distribute payroll; prepare and process weekly payroll tax reports and corresponding bank deposits.
- Established and maintained highly confidential financial documents.

Personnel Management

- Developed ad campaigns used to solicit prospective employment candidates
- Reviewed, interviewed and recommended candidates for employment.
- Supervised the training of employees according to company policies and procedures
- Instituted and administered personnel policies and procedures.
- Executed personnel termination action when necessary.

Administrative Management

- Managed day-to-day office operations.
- Planned and routed multi-city tours.
- Developed and executed comprehensive marketing plans.
- Organized and scheduled travel for artists and their entourages.
- Instituted procedures for resolving customer service issues.
- Created and developed client/customer mailing list enabling company to streamline advertising budget.

Employment History

Dimensions Entertainment, Inc. /Dimensions Unlimited, Inc., Washington, DC
September 1984 – March 2010
Vice President, Administration and Operations/Administrative Manager

Education

Bachelor of Business Administration, Major: Management/Minor: Marketing
September 2008 – Strayer University, Washington, DC
Magna Cum Laude, GPA 3.76

Member of Alpha Sigma Lambda National Honor Society

Skills

Notary Public commissioned in the District of Columbia through April 30, 2014.

Possess knowledge of Microsoft Word, Excel, Outlook, Publisher, Quicken, QuickBooks, Windows Internet Explorer and Ticketmaster Ticketing System.

References

Available upon request

Galek Ianta Summers

REDACTED

Executive Summary Experienced energetic skilled legislative staffer seeking mid level professional employment. Extensive knowledge of legislative process and procedures. Proven ability to network successfully, building partnerships and connecting people and businesses to others with common interests. Excellent oral and written communication skills. Team player who enhances the performance of the team through integrity and dedication; also possess a record of success in managing individual projects. Demonstrated leadership skills in the workplace.

Professional Experience

U. S. House of Representatives *January 2007 – January 2011*

Legislative Staff Assistant – Committee on Transportation and Infrastructure

Coast Guard and Maritime Transportation Subcommittee

- Assisted in passing the Coast Guard Reauthorization Bill in the House of Representatives and the Senate by working with Minority staff, Senate staff, lobbyist, the Coast Guard and the Maritime Industry on laws affecting the shipping industry, mariners, and the Coast Guard.
- Prepared background briefing memorandums for Congressional hearings that resulted in legislation for the Coast Guard Reauthorization bill
- Prepared briefing memorandums for the Chairman of the Subcommittee and Chairman of the Transportation and Infrastructure Committee
- Met with agency and industry witnesses in preparation for Congressional hearings.
- Attended Subcommittee meetings with constituents and stakeholders
- Organized and managed all administrative tasks involved in hearing preparation
- Prepared weekly summaries of government and industry news for the Chairman
- Edited and reviewed all hearing transcripts for the final record.

Smith Barney (Fortune 100) *December 2006 – December 2007*

Client Service Associate

- Assisted Senior Financial Advisors with managing 3000 + client accounts
- Executed client check request, account transfers, and cash wire transfers as requested by client
- Opened new accounts under Patriot Act guidelines
- Served as liaison between senior Financial Advisors and clients
- Prepared memorandums and client correspondence for updates on portfolios as directed

TM Mortgage *August 2002 – August 2005*

Loan Officer /Financing Specialist

- Provided customer service to clients who wanted to refinance or purchase a loan and closed loans within 30 day margin.
- Provided information to lenders considering mortgage applications
- Advised clients on their debt to income ratios for loan qualification and viability
- Responsible for credit checks for all interested clients.

Van Scoyoc Associates *September 1999 through May 2002*

Senior Executive Assistant

- Secured and organized meetings with members of Congress with clients
- Prepared memorandums for clients regarding legislative initiatives
- Prepared briefing materials for Congressional testimony and client initiatives
- Organized fundraisers for Members of Congress
- Coordinated travel and maintained schedules for three Senior Vice Presidents
- Prepared and submitted corporate expense reports for three Senior Vice Presidents

Education

University of Maryland University College

Global Business and Public Policy, Bachelor of Science Degree

PROFILE

■ ■ ■

Versatile and client-focused legal professional with valuable public policy knowledge and experience providing legal support in government or public sector environments. Combine extensive knowledge of criminal and civil litigation with strong academic background. Skilled in preparing legal documents and opinions. Exemplary verbal and written advocate who demonstrates professionalism and strengthens the organization's image when working with outside contacts.

- | | | |
|------------------------------|-------------------------------|----------------------|
| • Legal Document Preparation | • Negotiation Skills | • Compliance Issues |
| • Legal Research | • Due Diligence | • Trial Preparation |
| • Memoranda/Opinions | • Law & Policy Trend Tracking | • Witness Interviews |
| • Note Transcription | • Affidavits & Briefs | • Writing Skills |

Licenses & Certifications

- ✓ Admitted to practice in Maryland, District of Columbia, and the United States District Court of Maryland.
- ✓ Mediator Qualified under Maryland Rule 17-104.
- ✓ Certified Child Appointed Representative in Maryland.

PROFESSIONAL EXPERIENCE

STATE OF MD-ALLEGANY COUNTY CIRCUIT COURT – CUMBERLAND, MD

JUDICIAL LAW CLERK

2008 – PRESENT

Provide legal analysis and issue recommendations. Review pleadings, pending cases and dispositive motions. Research and draft memoranda, proposed findings, opinions and orders. Participate in pre-hearing and post-hearing conferences regarding pending motions and cases. Attend judge-attorney conferences. Observe motion practice, trials, and oral arguments. Assist and provide legal research and writing for trial judges and appellate judges. Maintain law library and assist public and attorneys with use of library resources. Monitor, review, and disseminate changes or trends in law and policy as determined by the Court of Appeals and other government offices. Supervise summer law school interns.

- Led efforts on foreclosure project:
 - Analyzed foreclosure rule and statute changes; prepared agenda and memorandum on changes in provisions.
 - Coordinated with Clerk of Court; established protocol for review of newly filed foreclosure cases.
 - Created checklist to comply with provisions and assisted in drafting proposed orders.
 - Made recommendation to judges concerning documentation needed to pursue a foreclosure matters.
 - Participated in Administrative Office of the Courts Foreclosure Summit.
 - Teamed with Clerk of Court to prepare and conduct meeting on foreclosure filing changes and trends.

ASPEN OF D.C. – WASHINGTON, D.C.

TEMPORARY STAFF ASSISTANT

2008

Drafted lease abstracts of newly acquired government property for the D.C. Office of Contracting and Procurement. Revised/updated lease abstracts. Provided administrative support to the Assistant Director of Property Management.

ROBERT HALF LEGAL – BALTIMORE, MD & WASHINGTON, D.C.

TEMPORARY STAFF ASSISTANT

2007 – 2008

Provided administrative support to the General Counselor and Office Manager of the Legal Department of the AEGON Group. Performed notes transcription and generated accounts receivables, accounts payable, and international invoicing reports. Arranged domestic and international itineraries for General Counselor travel.

Daniela Terán

REDACTED

PROFILE

Flexible and versatile, able to maintain a sense of humor under pressure. Poised and competent with demonstrated ability to easily transcend cultural differences. Thrive in deadline-driven environments. Excellent team-building skills.

PROFESSIONAL EXPERIENCE

**Arizona Department of Commerce/Arizona Commerce Authority, Executive Assistant
Innovation & Global Business Development**

Workforce

- Assessed the Workforce Investment Act ARRA Local Plan modification and provided guidance for approval.
- Collaborated in successfully obtaining the State Energy Sector Strategy Grant and subsequently organized meetings to develop plans moving forward by setting a timeline/guideline for reporting purposes for the key partners. Affiliation within the business communities, non-profits organizations and state agencies were enforced.
- Conducted a committee that included state agencies, GCWP members, business representatives and Local WIA representative to evaluate grant proposals for WIA System Building Grant, of which they are currently active.
- Experienced with working with local communities by supporting local economic development initiatives especially in deteriorated areas
- Prepared complex annual reports for GCWP, ensuring full compliance with agency requirements and tight deadlines

Small Business Services

- Designed and delivered the 2010 Spanish Supplement for Arizona Entrepreneur's Edge Resource Guide for starting businesses
- Manage monthly small business calendar of events to Arizona Service Providers Network
- Assist constituents looking to start or expand their businesses

Administrative Experience

- Manage all aspects of day-to-day operations for Innovation and Global Business Development
- Administer tasks for the Aerospace and Defense Commission (ADC), Governor's Council on Small Business (GCSB) and Governor's Council on Workforce Policy (GCWP), such as minutes and reports
- Conversant with Boards and Commissions procedures and Open Meeting Laws
- Interpreted Federal and State laws, rules, and regulations
- Maintain tasks up to date for business attraction and international services

EMPLOYMENT HISTORY

Arizona Commerce Authority/Arizona Department of Commerce, Phoenix, AZ - 2008

Financial Aid Representative

Arizona State University, Tempe, Arizona -2004

Pima Community College, Tucson, Arizona - 2002

EDUCATION

**Bachelor of Science in Business Administration
Arizona State University, Mesa, Arizona**

SKILLS SUMMARY

- | | | |
|--------------------------|--------------------|------------------------------|
| • Project Management | • Computer Savvy | • Accounting/Bookkeeping |
| • Report Preparation | • Customer Service | • Front-Office Operations |
| • Written Correspondence | • Scheduling | • Professional Presentations |
| • General Office Skills | • Bilingual | |

Tiffanie Rose Thompson

REDACTED

Education

M.B.A., Concentration, Finance, Marymount University, Arlington, VA., Expected Graduation, December 2010, GPA 3.6/4.0
B.A., Hampton University, Hampton, VA., May 2007, Journalism and Communications, Minor: Business Management, GPA: 3.0/4.0
High School Diploma, Thomas Jefferson High School, Jefferson Hills, PA., May 2003, GPA: 3.0/4.0

Professional Experience

Instructional Assistant, BELL (Building Educated Leaders for Life), Beechfield Elementary, Baltimore, MD. 04/08 to 12/08,
Taught elementary scholars fundamental skills and worked to enhance their self-esteem and life opportunities

- Implemented BELL literacy and math curriculum
- Administered Maryland State Assessment Tests to evaluate scholars academic progress
- Developed lesson plans and participated in BELL site projects to enrich scholar comprehension
- Collaborated with parents to increase scholar's academic skills
- Pro-actively mentored scholars

Executive Team Leader of Guest Experience, Target Corporation, Gaithersburg MD. 10/07 to 02/08

Championed guest experience throughout a multi-million dollar retail store

- Demonstrated leadership by providing honest feedback, mentoring, coaching and recognition
- Ensured team members were productive according to Target best practice standards
- Managed thirty to forty service and cash office team members
- Achieved financial goals through profitable sales and managing work center expenses
- Recruited, developed and cross trained team members for front end work centers
- Promoted a culture of safety by maintaining safety regulations and addressing violations

Business Development Manager, Business Solutions Division of Office Depot, Columbia, MD. 06/07 to 09/07

Acquired new business clientele for the corporate division of Office Depot

- Scheduled sales meetings with potential clients
- Resolved business related issues with client accounts
- Marketed and sold Office Depot products to clients through various means of promotion
- Maintained business relationships with clients with regular communication and travel
- Worked with a sales team to develop effective weekly business strategies.

Office of Public Affairs Intern, Smithsonian's National Museum of American History, Washington, D.C. 05/06 to 07/06

Documented news relevant to the museum from multimedia outlets worldwide

- Drafted news releases on events including: Hurricane Katrina Donation, Flag Day Celebration and the Hip-Hop Acquisition
- Assisted in facilitating press events related to major exhibits
- Completed weekly media reports for the Director of the American History Museum

Writing and Technology Lab Tutor, Hampton University Department of English, Hampton, VA. 01/05 to 05/06

Worked with students to enhance their writing and technology skills through one-on-one tutoring and instruction

- Taught university students proper grammar techniques
- Organized and conducted lecture sessions for writing seminars
- Documented writing improvement files for students
- Designed grammar guides for university student's supplemental use

Leadership/Activities

- Board of Directors Member, Star Scholars Academy, Incorporated.
- Hope and a Home, Volunteer Education Tutor
- Arabic Language Program Student, International Language Institute
- Pride Youth Services, Co-Facilitator

References

Charles Miller

Theresa Wansi

Jane F. Uebelhoer

REDACTED

CARL D. THOMAS
REDACTED

More than 8 years experience in coordinating, planning, developing, and implementing state of the art program improvement techniques that get proven results. Well rounded and insightful management techniques which create an environment conducive to emotional development of clients and professional development of staff members.

EDUCATION & CERTIFICATIONS

Bachelor of Science in Sociology, *North Carolina Wesleyan College*; Rocky Mount, NC

- Non-violent Crisis Prevention Intervention
 - First Aid Emergency Care
 - Adult CPR
 - Fatherhood & Parenting
-

EXPERIENCE

Virginia State Programs Director

Capitol Educational Support, Inc.

Washington, DC (August 2008- Present)

As State Director, I operate as a partner with respect to overall direction of state-wide approaches and philosophies. Through these approaches, I successfully manage more than 100 professionals from a broad spectrum of backgrounds and disciplines focused on narrowing the achievement gap. I was ultimately responsible for our ability to demonstrate success.

- Establish and maintain relationships with State and Local Education Agencies conducive to contract procurement and access to relevant data
- Participate in workgroups and/or round tables in which policy is discussed
- Oversee the invoicing, budgeting and accounting of statewide programs
- Increase the number of new community partnerships within the youth programming field
- Create and administer an appropriate timeline for employee deliverables.
- Implement prescriptive management models to immediately and effectively address participant population fluctuation
- Utilize state-wide database to document services being provided
- Procure and on occasion create situational marketing materials targeted toward specific events and/or demographics
- Orient other state directors on emerging circumstances which may effect productivity
- Construct human resources policies and procedures inclusive of criminal background investigation intended to orient, apply, and evaluate prospective and current employees
- Appropriately screen, hire and train prospective employees and regional management personnel
- Design and implement effective initial training and on going professional development workshops
- Construct appropriate company-wide compensation models to ensure employee retention
- Train and organize parents as advocates willing to lobby for more comprehensive educational services and facilities
- Eliminate excess overhead and operating costs

Director of Out School Time Programs (OST)

Capitol Educational Support, Inc.

Washington, DC (June 2007- Present)

In addition to creating the office of OST Programs by securing grant and contract funds, I coordinated every aspect of program design, implementation, and documentation.

- Write and secure grant funding opportunities for summer, fall and spring programming.
- Create, organize, and implement all aspects of out of school programs for the company.
- Coordinate and facilitate relationships between mentors and mentees, tutors and tutees, and program design and implementation.
- Recruit, hire, and train mentors and tutors for various program needs.
- Create and address needs assessments as assigned.
- Establish strong community relationships and partnerships for future endeavors.
- Perform required programmatic oversight on several projects at various sites.
- Plan, coordinate and conduct all necessary and continuous staff trainings and development for each program.

Teen Living Program Day Manager

Adolescent and Family Growth Center

Springfield, VA (April 2006 – June 2007)

Milieu supervision and management as well as coordination of counseling staff proximity to insure the safety and well being of all program participants. Create, organize, and implement all aspects of both winter and summer curriculum and activities within the therapeutic milieu. Plan and implement individual counseling schedule in correlation with individual therapy and case management sessions.

- Responsible for overseeing the summer and winter budget (and spending) for the Teen Living Program.
- Wrote and implemented all policies and procedures regarding the every day operations of the Teen Living Program.
- Facilitate no less than 3 weekly psycho-educational groups.
- Create the agenda for and facilitate a bi-weekly community meeting for deferment of information to clients.
- Create the agenda for, facilitate, and chair weekly staff meetings.
- Chaired the High Performance Committee regarding the reformation of agency policy and procedure
- Created and maintained all administrative logs, including but not limited to: Drug screening, Fire drills, optional training, prescription and non-prescription medication administration, "Time out" and restraint, transportation, leave requests, and group notes.

Counselor/Case Manager-in-Training/Transportation Coordinator

Adolescent and Family Growth Center

Springfield, VA (June 2002 – April 2006)

Served as a therapeutic group facilitator for up to five treatment groups per week (inclusive of drama, play reading, male gender, and creative writing). Assisted and counseled several children, outside of individual caseload, in the Teen Living Program (TLP).

Page Three

CARL D. THOMAS

- Revamped and coordinated transportation services for the entire program's client load, including but not limited to: transportation from school (as well as there if necessary), to and from doctor's appointments, and to and from extra and co-curricular activities.
- Monitored and managed individualized treatment plans for several foster children placed within the agency.
- Provided case management services exclusively for daily caseload of not more than seven clients between the ages of 12-21.
- Distributed psychotropic and prescriptive medications.
- Made and maintained all medical appointments, in accordance with state regulations, for all adolescents who participate in the TLP.
- Maintained client attendance records on a day-to-day basis.
- Member of a five person level committee which implemented sweeping and effective changes in the TLP level (behavioral management) system.

ORGANIZATIONS

- District of Columbia Young Democrats, *Executive Director*
- DC Democratic State Committee Member, *Ward 5 Committeeman*
- 100 Fathers Inc., *Member and Adjunct Training Facilitator*
- Emporia Stakeholders Community Collaborative, *Board Member*
- The National Democratic Club, *Member*
- Muslim Democratic Caucus, *Vice Chairman*
- Ward 5 Council on Education, *Member*

REFERENCES AVAILABLE UPON REQUEST

KENYAN R. MCDUFFIE, ESQ.

REDACTED

EDUCATION

UNIVERSITY OF MARYLAND SCHOOL OF LAW, J.D., May 2006

Honors and Activities: Associate Editor, *University of Maryland Law Journal of Race, Religion, Gender and Class*
Research Assistant, Professor Thomas Pérez
Student-Attorney in the Civil Rights: Access to Health Care for Vulnerable Populations Clinic
Student-Attorney in the Legal Theory & Practice Criminal Post-Conviction & Civil Law Clinic
Member, American Constitution Society for Law & Policy
Member, Black Law Students Association
Member, Criminal Law Association

HOWARD UNIVERSITY, B.A., *summa cum laude*, in Political Science and Community Development, May 2002

Honors and Activities: President, Political Science Society
Vice President, Pi Sigma Alpha (Political Science National Honor Society)
National Society of Collegiate Scholars
Golden Key International Honours Society

EXPERIENCE

U.S. DEPARTMENT OF JUSTICE, CIVIL RIGHTS DIVISION, Special Litigation Section, Washington, DC 2008-2010
Trial Attorney. Performed legal research, analysis, and drafted various memoranda of law. Conducted investigations, negotiated settlement agreements, and monitored state and law enforcement agency compliance with agreements throughout the United States, regarding enforcement of federal civil rights statutes in the areas of Civil Rights of Institutionalized Persons, Conduct of Law Enforcement Agencies, and Religious Exercise of Institutionalized Persons.

OFFICE OF THE STATE'S ATTORNEY FOR PRINCE GEORGE'S COUNTY, MD 2007-2008
Assistant State's Attorney. Responsible for criminal prosecutions in the District Court and on appeal in the Circuit Court. Performed legal functions related to the investigation and prosecution of misdemeanor cases and certain felony cases, including interviewing witnesses to ascertain facts of cases, preparing witnesses, conducting research regarding applicable case law, formulating trial strategy, negotiating pleas, arguing motions, conducting trials, and determining applicable sentences.

JUDGE MELANIE SHAW GETER, CIRCUIT COURT FOR PRINCE GEORGE'S COUNTY, MD 2006-2007
Law Clerk. Performed legal research, analysis, and writing regarding issues of criminal, juvenile, civil, and family law. Drafted memoranda of law, orders, and opinions involving a variety of matters, including appeals from district court and administrative hearings, exceptions to Master recommendations, civil litigation, constitutional questions, juvenile and family law cases, criminal matters, including post conviction motions, and various other complex questions of law.

UNITED STATES ATTORNEY'S OFFICE, CRIMINAL DIVISION, Washington, DC Summer 2005
Legal Intern in the Civil Rights Unit/Transnational & Major Crimes Section.
Conducted legal research and drafted memoranda regarding complex points of law, litigation strategies, and numerous other issues related to pending civil rights litigation. Drafted questions for grand jury witnesses and observed witness preparation.

LAW OFFICE OF BRUCE A. JOHNSON JR., LLC, Bowie, MD May-June 2005 & February-April 2006
Law Clerk. Performed legal research and prepared memoranda of law in a variety of civil and criminal litigation-related matters and assisted with researching and writing appellate briefs. Drafted pleadings, interrogatories, motions, and a consulting agreement and filed various motions in Maryland and DC courts. Corresponded verbally and in writing with clients and visited detained clients.

JUDGE RAFAEL DIAZ, SUPERIOR COURT OF THE DISTRICT OF COLUMBIA Spring 2005
Legal Intern. Conducted legal research and wrote memoranda regarding various issues of criminal law, including hearsay testimony and sentencing guidelines matters. Drafted orders concerning motions to reconsider sentence and ineffective assistance of counsel.

PUBLIC DEFENDER SERVICE, Washington, DC

Fall 2004

Law Clerk in the Juvenile Services Program. Represented detained and committed juveniles at institutional disciplinary hearings located at Oak Hill. Conducted client interviews, fact investigations, examination of witnesses, and drafted legal memoranda. Communicated with attorneys, social workers, and family members to resolve community and residential placement issues.

U.S. DEPARTMENT OF JUSTICE, CRIMINAL DIVISION, Appellate Section, Washington, DC

Summer 2004

Legal Intern. Prepared memoranda for the Solicitor General recommending for or against government appeals to the U.S. Supreme Court of adverse lower court decisions. Researched and analyzed complex questions of criminal law and wrote memoranda to support briefs used for oral arguments in various U.S. Courts of Appeals.

U.S. HOUSE OF REPRESENTATIVES, Washington, DC

September 2002-August 2003

Staff Assistant to Congresswoman Eleanor Holmes Norton. Assisted legislative staff with research and preparation for hearings. Performed casework, which included helping constituents resolve concerns with federal government agencies.

COUNCIL OF THE DISTRICT OF COLUMBIA, Councilmember Vincent B. Orange, Sr.

July-August 2001

Staff Intern. Assisted staff with preparation of pending legislation and facilitated meetings between constituents and agency representatives. Communicated extensively with government officials to ensure prompt delivery of services to constituents.

NORTH CAPITOL NEIGHBORHOOD DEVELOPMENT, INC., Washington, DC

April-July 2001

Community Outreach Liaison. Aided Director of Community Relations with community organizing and community building initiatives. Assisted several civic associations with planning and coordination of various community projects.

U.S. DEPARTMENT OF JUSTICE, CIVIL RIGHTS DIVISION, Criminal Section, Washington, DC

May-December 1999

Staff Assistant in the Criminal Section. Assisted attorneys and paralegals with research and preparation for trials. Prepared and maintained databases, case files, and records, and aided with preparation of citizen correspondence.

U.S. POSTAL SERVICE, Washington, DC

October 1994-August 1998

Letter Carrier. Sorted and cased over 1,500 pieces of incoming and outgoing mail daily. Ensured prompt delivery of mail to more than 300 businesses, schools, and residences. Answered customer service inquiries.

PROFESSIONAL ACTIVITIES AND COMMUNITY LEADERSHIP

U.S. Department of Justice Commendation for Outstanding Performance - Recipient, October 27, 2009

Howard University Alumni Association - Member

Stronghold Civic Association - Past President

Department of Justice Association of Black Attorneys - Member

Washington Bar Association - Member

National Bar Association - Member

J. Franklyn Bourne Bar Association - Member

Maryland State Bar Association, Leadership Academy - Fellow, 2007-2008

Admitted, Maryland State Bar (2006); District of Columbia Bar (2008)

Tykisha M. McCray

REDACTED

EDUCATION

Graduated- December 2010
Masters of Business Administration
Human Resources Management

Strayer University
Washington, DC

Graduated – May 2006
Bachelors of Science Degree
Technology Management

Virginia State University
Petersburg, VA

PROFESSIONAL EXPERIENCE

U.S. Army Corps of Engineers (HQ USACE)
Military Civil Disaster Planner Program Assistant (Student)
May 2010-February 2011

While serving as a program assistant for the, U.S. Army Corps of Engineers I was responsible for planning and organize all administrative procedures to ensure consistency and compliance with policies and guidance. I ensured workload reports were compiled and submitted in a timely manner. Process personnel actions, and performed work under the directions of the USACE Directorate of Contingency Operations G35 Strategy, Plans and Doctrine Branch Chief. I also lead the staff through mission analysis, course of action development and selection, and preparation of written plans or orders, while assisting with a variety of security operations and programs to protect national defense information. Other duties consisted of scheduling appointments and making commitments for supervisor without prior approval, maintained and monitored budget and time and attendance records, personally handled many requests for information and resolved or assisted with resolving a variety of administrative issues. In addition to the above, I was responsible for ordering office supplies, maintaining records, responding to requests for information concerning the office functions, received guidance to produce required USACE contingency doctrine resulting in new doctrine or updating existing doctrine, completed plans and orders, provided written guidance to HQ USACE staff and subordinate elements for USACE support to military contingency operations, prepared correspondence for supervisor's needs, arranged for travel and prepared the appropriate request and all associated actions and documentation for the supervisor as well as other office personnel as determined by the supervisor. Reviewed and assured timely processing and resolved problems associated with the requests for personnel actions (RPA's) and ensured that they were properly processed. Also I prepared reporting charts, pie charts, bar charts, and similar items for presentation.

Government Accountability Office Wackenhut Contract Service
Receptionist
November 2009 to May 2010

While serving as a receptionist for the Government Accountability Office I greeted and processed visitors entering the facility; ensured that visitors were properly screened and documented in the Agency visitor log; checked badges of all employees and other visitors

entering the building; ensured that all visitors were checked before going to their proper location within the building, ensured that all Foreign Nationals had been cleared through the security system before entering the Government Accountability Office Building. In addition, I was responsible for assisting the personnel security section by performing tasks that include filing personnel security investigative records, entering investigative and security clearance data into the Security system, parking permits to GAO employees in a timely manner, maintained the official Notice of Visitor spread sheet and scanned all building access registers into the parking data base.

SAFE Inc Washington, DC
Youth Program Coordinator
July 2008 September 2009

While serving as Program Coordinator for Safe Inc, I was responsible for the day to day operation of the summer program for 45 youth age 8 to 14 in Wards 5, 6 and 7. I also maintained confidential files on youth enrolled in the program and maintained staff folders. I also served as the liaison for the SAFE program with the church and parents by providing information on weekly activities and program rules and regulations. I also met with parents, guardians of enrolled children on an as needed basis. Provided customer service to other affiliated organizations seeking information on the summer program and maintained records of all inquiries, ensured that program components of Alcohol, Tobacco and Other Drugs ATODs were taught to youth to inform them of the dangers of using illegal substances. In addition to coordinating the SAFE programs, and schedule activities with the DC Department of Parks & Recreation for SAFE youth enrolled, I also introduced youth to positive Leisure Skills and activities to keep them from being involved with violence and youth gangs by holding roundtable discussions with youth on the drugs, STDs, dating, peer pressure, self esteem and the dangers of smoking. I also coordinated leisure skills activities through field trips for program participants, provided youth with weekly topics for journal writing and provided the Director with updates of upcoming events for the program as well as briefed the program director on issues involving the program and concerns of parents and guardians, the church and employee concerns as well.

U.S. Department of Education, Washington, D.C.
National Institute for Literacy
Administrative Office Assistant Human Resource Coordinator
January 2007 February 2008

While employed with the Department of Education and the National Institute for Literacy I served as Administrative Office Assistant Human Resource Coordinator and my duties consisted of performing general office duties, including filing, reception and light typing, collected, sorted and filed internal documents according to agency standards, performed research using the Internet and other resources, scheduled meetings for the Director and prepared information that were need for the meeting. I was responsible for briefing the Director and her assistant on issues that were sensitive in nature that required her immediate attention. I was responsible for providing direct support to specialist in all functional areas of human resource management, recruitment and placement, classification leave administration, employee benefits, employee and labor relations. Received and reviewed incoming documents for compliance to agency policies and procedures. Kept accurate and up to date electronic records of vacancies and retrieved. I

coordinate conferences and meetings and assemble conference materials. I establish a system to record commitments made during meeting files as needed or requested on personnel matters. Conducted regulatory research to support responses prepared new files and labels as needed on personnel to maintain and protect documents generated, offer letters, coordinated orientations for part-time and temporary employees. Prepared welcome packets for new hires and I supported the activities in the recruitment process of employees, and assisted with job postings.

PMI PARKING, Washington, D.C.

June August 2005

Office Assistant/Human Resource Assistant

While employed at PMI Inc., I served as an Office Assistant and Human Resource Assistant. My duties consisted of responding to walk in applicants and telephone calls. I also performed administrative and secretarial office duties by answering inquiries and prepared responses for signatures, scheduled meetings and conferences for the managers. I was also responsible for processing background checks for new hires and made file folders to protect and maintain the materials contained in each personnel file, received and distributed incoming mail and correspondence according to company policy, established tickler file for time-sensitive correspondence, and established and maintained client accounts by archiving and storing their records according to company policy. Gather and reviewed consolidated, and in some instances prepared required paperwork associated with a variety of actions, ranging in difficulty from routine to complex nature. Reviewed accounts for accuracy in billing. Created reports of confidential and time sensitive materials, packed and shipped inventory of electronic parts nationwide using computerized shipping equipment for carriers such as FedEx, UPS, RPS and US Mail, and scheduled interviews for new hires. I also assisted the human resources specialists with employee relations matters on those instances where some issues were not clearly identified or those that could be handled without guidance.

MARC PARC, Washington, D.C.

July - August 2004

Office Assistant

While employed at Marc Parc Inc., I served as Office Assistant. My duties consisted of performing administrative and secretarial office duties. Answering telephones and inquiries, maintaining office files and records according to company policy, receiving and distributed mail to the appropriate departments, establishing and maintaining client accounts according to company policy to ensure confidentiality, reviewed accounts for accuracy in billing, created reports of confidential and time-sensitive materials for managers and supervisors, and prepared packages for shipping. I also maintained files and/or databases, prepared required reports, and composed related correspondence for the supervisor.

COMMUNITY/VOLUNTEER EXPERIENCE

STRONGHOLD CIVIC ASSOCIATION – Member

SISTA 2 SISTA, Petersburg, VA – Volunteer, 2005-2006

- Developed goals and strategies for all fund-raising campaigns and activities for prospective students and visitors.
- Designed programs to advance recruitment and retention at Virginia State University.

ROBERT PAUL MARUS

REDACTED

Professional Experience

Associated Baptist Press, Washington, D.C.:

Managing Editor & Washington Bureau Chief, Jan. 2009-present

- Chief editorial officer for daily national news service
- Edit and coordinate daily news flow
- Help represent organization to subscribers, donors and other supporters
- Direct news service's editorial planning and administration
- Manage Washington office for Florida-based organization
- Cover church-state and public-policy issues from nation's capital

News Editor & Washington Bureau Chief, Oct. 2007-Dec. 2008

Washington Bureau Chief, Oct. 2001-Oct. 2007

Mainstream Missouri Baptists, Jefferson City, Mo.:

Coordinator, July 1999-October 2001

- Directed group dedicated to preventing fundamentalist takeover of Missouri Baptist Convention
- Led grass-roots organizing of voting delegates from local churches across the state to attend convention's annual meeting
- Related directly to agency's board of directors, donors
- Created, edited, laid out and published 8-page, tabloid-sized monthly newsletter circulated to more than 50,000 of organization's constituents across state
- Managed office with two paid staffers and dozens of volunteers

Word & Way, Jefferson City, Mo.:

News Writer, June 1997-June 1999

- Wrote news, feature articles for Missouri Baptists' weekly newspaper (circulation: 43,000)
- Assisted in photography, copy editing, layout and design for publication
- Helped oversee newspaper's first major redesign since 1985
- Related to and covered diverse constituency of Baptist congregations across state

Education

Bachelor of Arts *cum laude*, Rhodes College, Memphis, Tenn., May, 1997

Major/minor: English (writing emphasis)/Religious Studies

Honors & Awards

First-place award in news series competition for coverage of Roy Moore/Ten Commandments controversy in 2004 Baptist Communicators Association Wilmer C. Fields Awards Contest

First-place award in interpretive reporting competition for magazine article debunking Internet rumors commonly spread by evangelical Christians in 2002 Baptist Communicators Association Wilmer C. Fields Awards Contest

First-place "Award of Excellence" in first-person feature writing competition for article on the 40th anniversary of the desegregation of my *alma mater*, Little Rock Central High School, in 1997 Associated Church Press news writing awards contest

**Community
Involvement**

The First Baptist Church of the City of Washington, D.C.:

- Pastor Search Committee member, May 2008-October 2009
- Chancel Choir member, November 2007-present
- Nominating Committee member, May 2007-April 2010
- Nominating Committee chair, April 2009-April 2010
- Director of Publicity, May 2008-present
- Deacon, Feb. 2003-Feb. 2006
- Secretary of Diaconate, Feb. 2005-Feb. 2006
- Young Adult Council member, May 2004-present
- Worship Committee member and chair, May 2002-May 2004
- Personnel Committee member, May 2004-May 2007
- Sandwiches for the Homeless volunteer, 2001-present
- Food & Friends volunteer, 2010-present

Arkansas State Society of Washington, D.C.:

- Executive Committee member, 2005-2008

Rhodes College Alumni Association Washington, D.C., Chapter:

- Founding member, 2005
- Executive Committee member, 2005-2008

The First Baptist Church of Jefferson City, Mo.:

- Singles Council member 1997-2001
- Adult Choir member 1997-2001
- Twentysomething Singles Sunday School Class teacher 1999-2001
- Newsletter editor for "Building For Tomorrow" capital campaign 1998

River City Habitat for Humanity, Jefferson City, Mo.:

- Newsletter editor, 1998-2000
- Public Relations Committee member, 1998-2001
- Building volunteer, 1998-2001

Missouri Governor's Student Leadership Forum on Faith & Values:

- Organizing Committee member, 1998-2000
- Small-group facilitator, 1998-2000

LARRY "LATEEF" MANGUM

REDACTED

PROFESSIONAL HISTORY

FREELANCE PHOTOGRAPHER AND AUDIOVISUAL PRODUCER

WASHINGTON, DC

May 2009 – Present

I've worked as a freelance photographer for organizations such as CNN and Conde Nast. My work has been published by The Washington Post, National Geographic and the Washington Times over the years. I've also produced multimedia packages for such events as the kick-off unveiling of the Malcolm-X US Postal stamp collection at the Lincoln Theater and numerous other presentations.

SPECIAL ASSISTANT FOR AUDIOVISUAL PRODUCTION

DISTRICT OF COLUMBIA GOVERNMENT

WASHINGTON, D.C.

April 2007 – May 2009

Position Profile: Chief Photographer for Mayor Fenty. Develop visual strategies for the Mayor's Office of Communications and produce multi-media programs for city government on the direction of the Mayor and other senior D.C. government personnel. Photograph mayoral as well as DC Government special events for the Office of Communications and other government agencies.

Accomplishments: Produced photographic material for the daily in-house news clips as well as for a number of publications including the city wide DOES Employment Fair poster campaign, Provided photos for DC Government's Internet Web site, staff photographer for DC Government's numerous newsletters and special newspaper inserts. Responsible for audiovisual set-up at news conferences onsite and around the city.

SPECIAL ASSISTANT FOR AUDIOVISUAL PRODUCTION

MAYOR'S OFFICE OF COMMUNICATIONS

DISTRICT OF COLUMBIA GOVERNMENT

WASHINGTON, D.C.

February 2004 – December 2006

Position Profile: Chief Photographer for Mayor Williams where I Developed and produced multi-media programs for city government on the direction of the Mayor and other senior D.C. government personnel. Photograph mayoral as well as DC Government special events for the Office of Communications and other government agencies.

Accomplishments: Produced the *Official Travel to Africa Video Invitation and other* Audiovisual multimedia projects for DC Government, Provided photographic material for DC Government's Web site, staff photographer for DC Government's numerous newsletters and special newspaper inserts. As an audiovisual specialist, I was responsible for the audiovisual set-up for news conferences onsite and around the city.

AUDIOVISUAL PRODUCTION SPECIALIST

MAYOR'S OFFICE OF COMMUNICATIONS

DISTRICT OF COLUMBIA GOVERNMENT

WASHINGTON, D.C.

February 1996 – January 2004

Position Profile: Working for Mayor Kelly, Barry and Williams, I was the chief photographer and audiovisual specialist within the Mayor's office who developed and produced multi-media programs for city government on the direction of the Mayor and other senior D.C. government personnel. Photograph mayoral as well as DC Government special events for the Office of Communications and other government agencies.

Accomplishments: Produced the *Transformation in Government* Audiovisual Show for DC Government, Technical assistance in setting up DC Government's first Internet Web site, staff photographer for DC Government's numerous newsletters and special newspaper inserts. Photographed and documented major events relating to the city's response to 911 and the Anthrax emergencies. Responsible for audiovisual set-up in the EOM including projection data and video equipment, audio mixing board and microphone set-up.

**VISUAL INFORMATION SPECIALIST
CENTER FOR WORKFORCE DEVELOPMENT
DEPARTMENT OF EMPLOYMENT SERVICES
DISTRICT OF COLUMBIA GOVERNMENT
WASHINGTON, D.C.**

AUGUST 1994 - February 1996

Position Profile: Designed, developed and produced materials such as brochures, fliers, and multimedia presentations, etc. which describe and accurately convey information regarding city-wide programs, services and activities related to human resource development. Applies subject matter and knowledge to research source material, in order to translate information into illustrations or productions. Also analyzes and evaluate cluster needs to advise management of the visual information approach that will best achieve the desired program goals.

Accomplishments: Designed (2) Training manuals for employee workforce development, designed multi-media presentation for employee career development.

**AUDIOVISUAL PRODUCTION SPECIALIST
D.C. GENERAL HOSPITAL, WASHINGTON, D.C.
DECEMBER 1991 - AUGUST 1994**

Position Profile: Design and produce audiovisual material for hospital presentations, community presentations, displays, brochures, and instructional materials. Having extensive working knowledge in the area of multi-image production and presentation, I provided critical analytical and resource management skills to multiple project requirements and deadlines. Also I provided communication skills and knowledge in the area of computer graphic, video production and editing and multimedia systems presentations. Highly skilled in photography including 35mm, 4X5, copy stand, and slide production. I am fully multi- platform capable on PC and Macintosh.

**MARKETING REPRESENTATIVE
AUDIOVISUAL WASHINGTON, FAIRFAX, VA.
JUNE 1985 - DECEMBER 1991**

Position Profile: Contributed to and coordinated a dual role as marketer and consultant in selling high-tech, state of the art audiovisual presentation systems to both private and public sectors. Beyond handling sales, position required me to conduct extensive preliminary researches to target market demand, and specialty research to decide individual presentation needs of specific clients. Also, the positions involved conducting training sessions to familiarize clients' employees with audiovisual equipment, and performing follow-up work.

**FREELANCE AUDIOVISUAL PRODUCTION COORDINATOR
JULY 1983 - MAY 1985**

Position Profile: Specialized in audiovisual presentations for corporate clients such as Jack Morton Productions, O'Keef Communications, and a private Saudi Arabian educational academy. Areas of expertise include establishing communication objectives and assessing presentation requirements, and also resource evaluation and management. Assignments have covered all phases of audiovisual production and equipment operation.

**AUDIOVISUAL DIRECTOR
EDUCATIONAL RESOURCE CENTER, MINNA, NIGERIA, WEST AFRICA
September 1981 - 1983**

Position Profile: Traveled extensively throughout Nigeria and West Africa, to promote and initiate audiovisual program development. Developed a comprehensive audiovisual program for the Niger State Ministry of Education. Introduced various colleges, universities and primary schools to audiovisual technology by conducting seminars, workshops and lectures on the use of audiovisual equipment within the education arena. I also assisted in the production of a report regarding instructional mediums in primary education for UNICEF.

**GRAPHIC COMMUNICATION TEACHER
ELLIOT JUNIOR HIGH SCHOOL, WASHINGTON, D.C.
SEPTEMBER 1979 - JUNE 1981**

Position Profile: Instructed junior high school classes in art, design, drawing, lettering and photography. I also assisted in the development of a number of school programs, brochures, fliers and other printed material.

**ASSISTANT MARKETING STRATEGIST
KIM REALTY INC., WASHINGTON, D.C.**

September 1976 - August 1978

Position Profile: Marketed residential real estate through visual communications media, such as photo sales presentations, and developed marketing strategy reports.

**CONSTRUCTION COORDINATOR
SOUTH GRANVILLE REALTY & INVESTMENT CORP., CREEDMOOR, N.C.**

January 1973 - August 1976

Position Profile: Scheduled subcontract vendor work on new home construction, and performed various in-office and on-site duties.

EDUCATION**BACHELOR OF ARTS IN VISUAL COMMUNICATION/MINOR IN EDUCATION**

North Carolina Central University, Durham, N.C., 1972

COMPLETED COURSEWORK FOR M.A. IN EDUCATIONAL TECHNOLOGY

Howard University, Washington, D.C., 1983 - 1984

FULL VIDEO PRODUCTION COURSE

Northern Virginia Community College, 1985 - 1986

Completed a six month course covering on location production, studio production, tape editing, sound, marketing.

MEMBERSHIPS

Kappa Alpha Psi Fraternity Incorporated

Nigerian Audiovisual Association

International Communications Industries Association

Haley Harrison

REDACTED

REDACTED

SUMMARY:

Over 25 years of government relations, community affairs, events planning, and financial management experience.

EDUCATION:

M.B.A, Management, Southeastern University, June 2003, *Graduated with Honors*

B.B.A., Computer Information and System Science, University of the District of Columbia, May 1997

PROFESSIONAL DEVELOPMENT:

Developed and performed professional tasks for local government, private and non-for-profit entities.

PROFESSIONAL SKILLS:

Government Relations and Community Affairs

- Established relations with Members of the African Diplomatic Corps and staff.
- Assisted in facilitating the participation of African Ambassadors, White House officials and Members of Congress in two international conferences.
- Served as liaison to the Council of the District of Columbia and Delegate Eleanor Holmes Norton.
- Worked with the Office of the Presidents of Nigeria, Rwanda, Kenya, Morocco and Tanzania in preparation or anticipation of conferences. Outreach included the Ministries of Health, Foreign Affairs, and Tourism, etc.
- Established policies, procedures and office hours for support staff; supervised support staff.
- Met with lobbyists on behalf of non-profit community groups and major corporations in the absence of the councilmember in regards to pending legislation.
- Was directly responsible for the preparation and maintenance of executive's schedules.
- Managed the field operation in a mayoral campaign. Responsibilities included: developing precinct organizations; developing and implementing campaign strategies; and conducting weekly communication meetings with precinct workers and volunteers.
- Supervised precinct activities and implemented voter turnout strategies.
- Researched and developed issues and supervised approximately 85 field volunteers.
- Served as on-site contact for board meeting reservations; managed all aspects of board registration.
- Served as spokesperson for a DC Council member on Council related issues.
- Established a professional relationship with the local media and provided them with information regarding community issues.
- Served as media coordinator for the Ward Eight Annual Martin Luther King, Jr. Day celebrations and many other community events.

Event Planning

- Managed the facility rental for the U.S. Chamber of Commerce and generated new revenue each year for the Chamber.
- Managed all aspect of logistics for two five-day Leon H. Sullivan Summits in Nigeria and Tanzania, which including organizing meetings for 13 African Heads of State, two former U.S. Presidents and other dignitaries.
- Assigned staff to attend special events and community meetings throughout the DC.
- Coordinated advance team activities.

- Assessed amenities and quality of services at venues
- Assessed of dining areas and food service capabilities
- Conducted site visits and on-site sponsor walk-thru at various venues
- Organized meetings with vendors (production vendors (a/v equipment, cameras, IMAG chair/linen rentals, audio/visual provider, florist and talent)
- Solidified all event banquet orders (food/beverage, linens, floral arrangements, cutlery, risers, air conditioning and janitorial)
- Reserved dais and table seating for VIPs and speakers for the event
- Negotiated a variety of vendor contracts in excess of \$900,000.

Financial Management

- Managed the DC Council member's budget, which included the allocation of staff salaries and other expenses as approved by the Council member.
- Reviewed and prepared monthly, quarterly and yearly budgets; prepared year-end budget projections.
- Maintained a budget of \$119,000 for two MCI boxes as well as the overall \$1.7 million Corporate Programs administrative budget.
- Prepared and issued monthly, quarterly and annual financial reports for several community organizations.
- Prepared and filed required Campaign Finance reports.

EMPLOYMENT:

Leon H. Sullivan Foundation, *Director of Government Relations and Special Events*, 01/06 to present
U.S. Chamber of Commerce, *Sales and Marketing*, 09/03 to 01/06
U.S. Chamber of Commerce, *Administrative Assistant & Manager*, 06/99 to 9/03
Career Blazer, *Support Staff*, 11/98 to 06/99
Beverly Winbourn for City Council, *Field Director*, 09/98 to 10/98
Jack Evans for Mayor, *Deputy Campaign Manager*, 01/98 to 09/98
Council of the District of Columbia, *Chief of Staff*, 08/97 to 12/97
Corporation for National Service, *Administrative Assistant*, 11/96 to 08/97
District of Columbia Taxicab Commission, *Executive Assistant to the Chairperson*, 05/93 to 10/96
Health Management, Inc., *Executive Assistant*, 01/92 to 05/93
Ronson Management Corporation, *Logistics Engineer Specialist, Project Coordinator, Office Manager and Administrative Assistant*, 11/86 to 12/91

AFFILIATIONS/COMMUNITY OUTREACH ACTIVITIES

DC Democratic State Committee, Former Chairperson
Advisory Neighborhood Commissioner – Immediate Past Chairperson
Democratic National Committee – Finance & Fundraising Committee, Resolution Committee, Executive Committee Member
Association of State Democratic Chairs – Secretary, Eastern Region Representative
Woman's National Democratic Club – Advisory Committee Member
Gore 2000 – Volunteer
Metropolitan Women Democratic Club – 3rd Vice President
DC Federation of Democratic Women - Member
Ward Eight Democrats – Member and Former 1st Vice President
Joseph Yeldell for City Council at Large – Ward Eight Coordinator
Ballou Knights Alumni Class of 1978 – Member and Former Chairperson

REDACTED

Profile

Motivated, personable professional with college degree and a successful track record of office management and executive assistance. Diplomatic and tactful with professionals and non-professionals at all levels. Accustomed to handling sensitive and confidential records. Excellent team-building skills.

Applicant seeks to obtain a position allowing for parlay of demonstrated organizational, communication, and Executive assistance skills proven by 15+ years of successful and documented achievements.

Skills Summary

- ◆ Customer Service
- ◆ Time Management
- ◆ Project Management
- ◆ Written Correspondence
- ◆ Report Preparation

Professional Experience

CUSTOMER SERVICE/PROBLEM SOLVING

- ◆ Oversee vendor operations and provide impeccable customer service:
 - Strong capability to forge collaboration of vendor and municipal agencies for community-based initiatives.

DETAIL MASTERY & ORGANIZATION

- ◆ Assistance in the management of all aspects of day-to-day operations, including:
 - Develop scheduling for management and programmatic initiatives.
 - Finances: invoicing and monitoring of budgets.
 - Compliance with all federal and municipal requirements, including HIPAA and alcohol and other drugs.

COMMUNICATION: REPORTS/PRESENTATIONS

- ◆ Prepare complex reports for community health-care and government agencies, ensuring full compliance with agency requirements and tight deadlines.
- ◆ Conduct small-group sessions with utilization of Power Point presentations.
- ◆ Communicate medical concepts using layman's terms to facilitate understanding of alcohol and other drug abuse.

Sandra Lee

Employment History

AUGMENTATION HEALTH SERVICES – Washington, DC
Special Assistance to the Director

1992 to 2000

ADDICTION PREVENTION AND RECOVERY ADMINISTRATION
Program Assistant

Washington, DC
2000 to 2006

Education

FEDERAL CITY COLLEGE (AA, Business Administration, 1974)

Washington DC, 1974

JANENE D. JACKSON, ESQ.

REDACTED

GOVERNMENT RELATIONS and PUBLIC POLICY PROFESSIONAL

Results-driven senior executive with more than 10 years of government relations and legal experience. Consistent contributor to measurable results, with demonstrated ability to lead, effect change and develop outstanding partnerships with all levels of government officials, community leaders and policy makers. Outstanding negotiator with a comprehensive knowledge of legislative and regulatory processes, strong financial acumen, dynamic presentations, and project and event management skills. Creative problem-solver who maintains high performance standards within budgets and timelines.

KEY QUALIFICATIONS

Policy Advisor – Strategic Counsel – Legislative Process – Execution – Lobbyist
Public Policy – Media Outreach – Fundraising – Spokesperson
Stakeholder Management – Team Leadership – Project Management – Alliance Building
Strategic Planning – Political Judgment – Issue Advocacy – Process Improvement

CAREER HIGHLIGHTS

DC Chamber of Commerce, Washington, D.C.

2007 to Present

SENIOR VICE PRESIDENT, GOVERNMENT RELATIONS AND PUBLIC POLICY

Lobby before local and federal branches of government. Serve as advisor to President & CEO and Board of Directors. Serve as primary point of contact between Chamber, local and federal government, and local and regional organizations. Develop legislative and policy initiatives for approval by Board of Directors of the Chamber. Prepare President & CEO's public testimony and media talking points. Work with strategic partners on policy issues and other initiatives. In President's absence, serve as Acting President & CEO and primary spokesperson for organization. Supervise government relations staff.

KEY HIGHLIGHTS

- Exceeded prior year's fundraising goal for policy forum by 40%
- Increased organization's media coverage by 100% within 1 year
- Secured DC Chamber of Commerce's reputation as the most powerful local business organization in the region
- Created 2nd highest grossing event (policy forum) for organization
- Successfully orchestrated Washington, DC business community's lobbying efforts on paid leave legislation and won passage of 7 out of 10 proposed amendments to the bill.

Council of the District of Columbia

COMMITTEE CLERK, COMMITTEE ON THE JUDICIARY

2005-2007

COMMITTEE CLERK, COMMITTEE ON EDUCATION

2001-2003

Served as legal counsel and policy advisor to Committee Chairmen. Drafted legislation, wrote policy papers and committee reports. Monitored budgets, management, and performance of agencies under committees' purview. Served as primary point of contact between committees and local and federal government stakeholders. Managed and directed committee attorneys, administrative staff, and interns.

Janene D. Jackson

Page 1 of 2

- ~~Standardized process for~~ agency responses to Committee's inquiries
- Advised Committee Chairmen on legal and policy issues before the Committees and DC Council
- Managed and directed committee staff attorneys

District of Columbia Public Schools, Washington, D.C.

2003-2005

EXECUTIVE DIRECTOR, STATE COMPLAINT OFFICE

Designed, wrote and implemented agency plan for federally mandated State Complaint Office. Implemented organizational and procedural infrastructure for office. Responsible for overseeing investigations regarding alleged violations of the Individuals with Disabilities Education Act against local education agencies. Responsible for managing day to day operations and budget of office. Supervised attorneys and administrative staff. Represented office in senior management meetings and before the U.S. Department of Education.

KEY HIGHLIGHTS

- Successfully designed, wrote and implemented agency's plan for federally mandated office in less than 1 year.
- Secured approval of regulations governing office from Board of Education in less than 3 months
- Resourcefully managed office's day to day operations and financial to come in under budget by 20%.

ADDITIONAL EXPERIENCE

Office of the Corporation Counsel, Washington, D.C.	2001
ASSISTANT CORPORATION COUNSEL, Equity and Receiverships Division	
United States Court of Appeals for Veterans Claims, Washington, D.C.	2000-2001
LAW CLERK, Honorable Donald L. Ivers	
Superior Court of the District of Columbia, Washington, D.C.	1998-1999
LAW CLERK, Honorable Reggie B. Walton	

EDUCATION, VOLUNTEERISM, AFFILIATIONS

Washington College of Law, American University, Washington, D.C.

Juris Doctor, 1998

Honors: Clair A. Cripe Award (Academic) and Peter Stapleton Ridley Scholarship (Merit)

City College of New York, City University of New York

Bachelor of Arts, English Literature, 1995

Honors: Julius and Betty Lewis Isaacs Scholarship (Academic) and National Dean's List

Bar Admission

Admitted to practice in New York and the District of Columbia

Service/Affiliations

• Member, Dean's Diversity Council, Washington College of Law	2001-Present
• Member, Washington Mystics Advisory Council	2007-2009
• Member, Leadership Greater Washington	2009-Present
• Member, Board of Directors, Quality Trust for Individuals with Disabilities	2010

REDACTED

OBJECTIVE: Seeking a challenging legislative liaison position where my skills can be useful in dealing with healthcare regulations, compliance, policy, and community outreach.

EDUCATION: **UNIVERSITY OF MARYLAND, R.H. SMITH SCHOOL OF BUSINESS**, College Park, MD
Bachelor of Science, Accounting Jan 2004 – Dec 2005

UNIVERSITY OF MARYLAND SCHOOL OF LAW, Baltimore, MD
JD program: George White, Jr. Leadership Scholar Aug 2007 – May 2010

LEGAL EXPERIENCE:

JOHN FAUSTI & ASSOCIATES, Washington, DC
Associate Aug 2010 – Present

- Researched Electronic Discovery in the Federal Rules of Civil Procedure and case law, to design an efficient document search process
- Reviewed over 7000 emails and management reports to help senior partner respond to a motion to produce documents

UNIVERSITY OF MARYLAND SCHOOL OF LAW CLINICAL, Baltimore, MD
Student Attorney Aug 2009 – Dec 2009

- Drafted employee agreement letters, employee handbook, mutual and unilateral Non-Disclosure agreements, prime and subcontractor agreement for certified 8A small businesses in the Maryland Technology Enterprise Institute
- Researched and drafted memorandum of law advising client on the implications of the Federal Health Insurance and portability Act (HIPAA) and the Maryland Confidentiality of Medical Records Act (MCMRA)

MARYLAND COURT OF SPECIAL APPEALS, Towson, MD
Legal Intern, Chamber of Hon. Alexander Wright, Jr. Sept 2009 – Nov 2009

- Drafted appellate judicial opinions, bench memoranda in criminal and workers compensation appeals cases
- Researched procedural legal issues and observed appellate court oral arguments

FINANCE & AUDIT EXPERIENCE:

DELOITTE & TOUCH LLP, McLean, VA
Audit In-charge/Senior Jan 2006 – Sept 2007

- Attended Audit-In charge/senior training at Georgia Technology Institute in Atlanta, Georgia
- Assigned to IBRD (World Bank) FY'07 financial statement audit team. Responsible for testing global World Bank expenses, suspense accounts and outstanding loans portfolio. Communicated and coordinated daily with World Bank operations center in Chennai, India about expense reports. Tied out and reconciled expense sections in the World Bank financial statements to audit work papers
- Assigned to Carr America FY'06 audit team. Conducted analytical reviews and substantive testing on consolidated payroll expenses, payroll taxes, multi

jurisdiction real property tax assessments, and outstanding loans portfolio balances. Completed CPE training courses on FAS 109 (*Accounting for Income Taxes*) and FIN 18 (*Accounting for Income taxes in interim period*)

- Assigned to Washington Gas Holdings Corporation FY'06 audit team. Performed analytical testing for the 10Q reports and substantive tests during the 10K filing on all revenue accounts. Developed audit procedure to test for the then newly issued FAS 123R (*Stock Based Compensation*) with audit engagement partner; under a tight deadline
- Assigned to Ahbudabi Investment Authority & LaSalle FY'05 audit team. Participated in preliminary planning and developing of audit work papers. Performed analytical and substantive testing on several accounts; cash, suspense, expenses, security deposits and other liabilities
- 1st year class mentor and participated in the Deloitte summer recruiting efforts at Howard University and the University of Maryland Business School

MORNINGSIDE PARTNERS LLC, Linthicum, MD

Part-time Accountant

Jan 2008 – Aug 2010

- Timely processed bi-weekly payroll taxes and payments through EFTPS, filed forms 941 and 940, process sales and use tax, and 401k contributions to help eliminate interest, penalties, and late fees
- Collaborated with external accountants to prepare financial statements and file partnership tax returns to resolve pending IRS audit
- Coordinated with IT technician to redesign accounting system processes by: creating macros in excel spreadsheets, migrating all accounting records to Peachtree, designing A/P invoice document online automation, to reduce clerical hours
- Compute and prepare monthly revenue analysis report and invoices for a complex transcription costing business segment

PROFESSIONAL ACTIVITIES:

- Maryland State Bar Association - Taxation Section (Ex- student Representative on Council)
- National Association of Black Accountants- NABA, (Metro DC Chapter)
- Upward Bound Program Baltimore County Community College (Math)
- Volunteer Income Tax Assistance (V.I.T.A)
- Phi Theta Kappa Honor Society

APPLICATION SKILLS:

- Proficient in LexisNexis, Westlaw, TimeMatters, SQL, Microsoft Office (Excel, Word, PowerPoint, Outlook and Access) Peachtree, QuickBooks and Deloitte Audit System 2 (AS2)

LON G. WALLS

REDACTED

Professional Experience

WALLS COMMUNICATIONS, INC. – Washington, DC
President / CEO

1994 to 2010

Established this award-winning multicultural public relations firm in 1994. From this boutique agency's inception, provided operational and strategic oversight for a number of public relations, media relations, broadcast services, crisis communications, diversity communications, community outreach and image enhancement projects and campaigns. Managed an experienced public relations team composed of former corporate executives, journalists and political appointees. With the aid of this team, provided communications services and counsel to a number of leading corporations, government agencies, professional associations and non-profit organizations. These clients have included AT&T, ACE Cash Express, Inc., Bank of America, Denny's Restaurants, Freddie Mac, GEICO, Potomac Electric Power Company (PEPCO), U.S. Army, Miller and Long Concrete Construction, Motorola, NAACP, National Council on Disability, National Urban League, Nike (Brand Jordan), Pfizer and Shell Oil.

Selected Accomplishments

- From 2001 to 2009, managed the firm's support of the U.S. Army's extensive, multi-million dollar recruitment campaign that focused on the African American community. Support included a wide range of multicultural public relations, media relations and community outreach services that generated positive media coverage and endorsements from key leaders within the African American community nationwide. Major activities included the annual Essence Music Festival in New Orleans, Louisiana; annual NAACP conventions; the National Urban League's annual national conferences; the U.S. Army's annual All-American Bowl football game in San Antonio, Texas; and the Army's ongoing Planning for Life campaign aimed at minority high school students. Employing such methods as satellite media tours (SMTs), web video news releases (VNRs), radio media tours (RMTs) and audio news releases (ANRs) as well as utilizing multicultural and mainstream print, radio, television and online outlets, Walls-generated coverage of Army projects and activities garnered more than 600 million total media impressions.
- Although there had been a significant construction boom in Washington, D.C. in 2000, the African American community had only enjoyed limited participation, due primarily to a lack of exposure to and experience with the construction trades. From 2001 to 2006, Walls Communications was retained by Miller and Long Construction to encourage a greater participation on the part of minorities in the construction industry. Under my direction and guidance, the firm created a coalition of civic groups, faith-based organizations and local construction trade companies to educate the community and promote the opportunities that existed within the construction industry. The result was the creation of a construction academy in a local high school and tremendous support on the part of local elected officials. A significant spike in the number of African Americans hired into the city's construction industry ensued.
- Walls Communications was engaged by Freddie Mac to dispel common misconceptions regarding buying and owning a home. The 2004 and 2005 target audiences were Hispanics and African Americans, many of whom were potential home-owners. Based on a survey conducted by Walls Communications for Freddie Mac, 51% of Hispanics and 49% of African Americans believed many of the prevailing misconceptions about the home buying process. Walls Communications subsequently devised and implemented an information and awareness campaign called "Let the Truth Move You" which targeted African American and Hispanic audiences in 10 metropolitan markets. The objective was to influence Hispanics and African Americans to take the initial steps toward home ownership. The media outreach effort generated over 10 million media impressions via Latino, African American and general market media outlets and an overwhelming number of calls and inquiries to Freddie Mac's designated 800-number.

LON G WALLS
REDACTED

Professional Experience (continued)

U.S. DEPARTMENT OF TRANSPORTATION - Washington, DC

1990-1993

Director, Media Relations and Special Projects/Office of the Secretary

Managed all media related activities for the Secretary and Deputy Secretary of Transportation. Implemented and managed a wide range of internal communications activities for the Department of Transportation, including a nationally distributed radio news actuality service and an extensive in-house television network utilized by the Department's 110,000 employees nationwide.

Children's National Medical Center - Washington, DC

1988 - 1990

Media Relations Director

Coordinated and managed all media relations activities for this nationally recognized pediatric hospital. Implemented and expanded an in-house radio actuality service that provided pediatric healthcare stories to local and national radio news outlets. Served as the hospital's chief spokesperson with the local and national media.

Fairfax Hospital - Fairfax, Virginia

1984 - 1988

Media Relations Director

Coordinated and managed local and national media relations efforts for this major healthcare facility in Northern Virginia. Facilitated and managed ongoing media training of hospital officials. Served as the hospital's primary spokesperson with the local and national media.

GREATER SOUTHEAST COMMUNITY HOSPITAL - Washington, DC

1982-1984

Media Relations Director

Coordinated and managed local and national media relations efforts for this community hospital in Southeast Washington. Facilitated and managed ongoing media training of hospital officials. Served as the hospital's primary spokesperson with the media.

AMERICAN RED CROSS - Washington, DC

1980-1982

Media Relations Specialist/National Headquarters

Coordinated, managed and maintained contact with national news organizations for the purpose of gaining publicity for the American Red Cross and its wide range of healthcare and community oriented activities and projects. Prepared and distributed press releases and pitch letters. Was part of the extensive Red Cross Disaster Media Relations team, coordinating local media outreach efforts.

AMERICAN RED CROSS - Toledo, Ohio

1979-1980

Public Relations Director/Northwest Ohio Chapter

Coordinated and managed media relations, public relations and community outreach efforts for this local chapter of the American Red Cross.

Media Experience

TOLEDO BLADE - Toledo, Ohio

General Assignment Reporter

ATLANTA DAILY WORLD - Atlanta, Georgia

General Assignment and Sports Reporter

LON G. WALLS
REDACTED

Education

Bachelor of Science degree in Journalism from Ohio University	1978
Bachelor of Arts degree in History and English from Ohio University	1972

Professional Affiliations (past and present)

Capital Press Club
National Black Public Relations Society
National Association of Black Journalists
Public Relations Society of America (Hall of Fame Inductee)

References can be provided upon request.

###

ORGANIZATIONAL DEVELOPMENT, CHANGE MANAGEMENT & CULTURAL TRANSITION LEADER

Disciplinary Expertise: MBA experienced in large-scale fiscal management, complex organizational operations leadership and pan-organizational communications.

Over 23 years experience achieving lasting organizational and community impacts:	
Responsible for developing and realigning the procurement process for the Office of the State Superintendent of Education including procedures and training.	Deputy Chief Operating Officer Office of the State Superintendent of Education for the District of Columbia Washington, DC
Advanced the execution of 10-year, \$1.5B Plan for Transformation designed to rehab and rebuild 25,000 Chicago public housing units.	Managing Director, Chief of Staff / Board of Commissioners Chicago Housing Authority
Developed combined staffing plan and downsizing strategy resulting in zero union grievances during the merger of the City of Chicago's departments of Planning and Economic Development. Managed \$57M economic development budget. Member of team which successfully constructed City of Chicago's \$100M Empowerment Zone grant application	Deputy Commissioner / Department of Planning & Development City of Chicago, Illinois
Negotiated 40 community development agency contracts totaling \$1.4M	Director of Finance / Department of Planning City of Chicago, Illinois
Instrumental in designing, implementing and providing training on City of Chicago's 1 st computerized budgeting process impacting 39,000 employees and \$1B annual budget. Analyzed annual program and operating budgets for the Planning Department, Economic Development Department, Mayor's Office of Workforce Development and Women's Commission	Principal Budget Analyst / Office of Budget & Management City of Chicago, Illinois
Managed multimillion-dollar capital expansion campaign to build a 500-seat auditorium and additional exhibit space.	BUSINESS ADMINISTRATOR / DU SABLE MUSEUM OF AFRICAN AMERICAN HISTORY Chicago, Illinois

EDUCATION

KELLER GRADUATE SCHOOL OF MANAGEMENT / DeVRY UNIVERSITY, Chicago, Illinois

Master of Business Administration • 1999

Focus: Finance

DEPAUL UNIVERSITY, Chicago, Illinois

Bachelor of Science in Commerce • 1983

Major: Accounting

Skills Synopsis

Strategic Planning, Visioning & Execution • Program Planning, Development & Implementation • Organizational Development & Change Management • Senior Executive Management Team Participation • High-level, Complex & Multi-party / Union Negotiations & Issues Resolution • Strategic Alliance & Partnership Development • Public Agency, Board & Stakeholder Relationship Management • Policy Development • Management of Major Real Estate Development & Finance Projects • Staff Training, Development & Leadership • Multimillion-dollar Grant Application Writing & Funds Management • Multimillion-dollar Program & Operational Budgeting • High-Impact Presentations & Public Speaking

Highly fluid intelligence complements ability to:

- Build key relationships and critically influence across broad constituency of stakeholders: National/State/Local Government Policymakers, Grantors, Board Members, Executive Staff, External Partners, Union Negotiators, elected Public Officials and elected Public Housing Resident Leadership.
- Achieve pan-organizational buy-in, trust and support despite challenging economic, organizational and community impacts. Persuasive communicator and highly effective listener able to build consensus and effect sustainable results.

CAREER SYNOPSIS

■ DEPUTY CHIEF OPERATING OFFICE / OFFICE OF THE STATE SUPERINTENDENT OF EDUCATION (OSSE) • DISTRICT OF COLUMBIA GOVERNMENT

Washington, D.C. • 12/2009 to present

OSSE sets statewide policies, provides resources and support, and exercises accountability for public education in Washington, D.C.

Key Initiatives:

- **Responsible for planning and implementing** a new procurement process that encompasses the entire agency. This goal was achieved with consensus building and strong project management.
- **Managed customer service for Agency** including all metric reporting, front desk operations and communications and Freedom of Information Act requests.
- **Responsible for facility operations** including two major facilities moves and coordinating all technology and construction activities.
- **Managed the operations for** the Sumner School, a museum and archive for DC public school records and artifacts.

■ MANAGING DIRECTOR FOR THE BOARD OF COMMISSIONERS (B of C) / CHIEF OF STAFF • CHICAGO HOUSING AUTHORITY (CHA)

Chicago, Illinois • 2000 to 12/31/2007

Entity executing 10-year, \$1.5B Plan for Transformation designed to rehab / rebuild 25,000 public housing units. As country's largest single redevelopment initiative currently, has privatized major operations (e.g., property management) and shifted other, previously CHA-funded activities to appropriate sister city agencies (i.e., security to Police Department, sports programs to Park District). Privatization activities have enabled CHA to downsize direct staffing to 450 (2007) from 3,000 (2000).

REPRESENTS CHAIRMAN OF THE BOARD IN PUBLIC AND STANDING ACTIVITIES.

Primary Focus: Manage internal and external tiers of communication among CHA, B of C (10-member policy making board), Executive Staff, Resident Leadership Body (24 elected Resident Leaders) and third-party partners.

Immediate Organizational Challenge: Initiate, forge and nurture trusting and open lines of communication as primary liaison to resident body to advance execution of the Plan for Transformation with minimal dissent from public housing residents. Report to Chairman of the Board.

Key Initiatives:

- **Managed detailed preparation and departmental coordination** process for B of C \$720,000 operational budget and resident funding agreement totaling \$3.6M.
- **Coordinated and facilitate all B of C strategic planning** sessions and represent B of C in all CHA Executive Staff policy discussions.
- **Participated in negotiations with HUD regarding regulations** affecting and governing the Plan for Transformation.

- **Improved productivity and strengthened communications between B of C, CHA staff and resident leaders.** Instituted monthly Pre-Board Briefings and standing Executive Committee meeting with resident leaders to foster regular information-sharing opportunities.
- **Gained pan-organizational and community trust, support and buy-in.** Developed communication strategies that served individual and organizational interests and addressed resident concerns.
- **Oversaw yearlong negotiations process** resulting in 15,000 resident heads of households (totaling 150,000 residents) signing relocation rights contract guaranteeing their right to return to public housing.
- **Negotiated timeline to execute building closure and consolidation plan** with elected representatives from each of 24 public housing developments.

■ **DEPUTY COMMISSIONER OF ADMINISTRATION • DEPARTMENT OF PLANNING & DEVELOPMENT (DPD), CITY OF CHICAGO**
Chicago, Illinois • 1990 to 1999

Primary Organizational Focus: Functioned as key member of merge team tasked with combining City's Department of Planning and Department of Economic Development into one cohesive functional unit.

Primary Leadership Accountability: Exercised administrative accountability across 6 units: Finance, Contracts, HR, IT, Office Operations and Monitoring. Reported to Commissioner of Planning & Development.

Executed administrative management of 6 critical units within DPD subsequent to merger. Financial accountabilities included \$57M budget preparation and financial accounting reporting (Finance); procuring contracts for all DPD departments and over 50 delegate agencies (Contracts); assuring compliance with Federal CBDG funding regulations and Davis / Bacon monitoring on construction contracts (Monitoring); managing payroll, employment cycles and labor relations and union negotiations (HR); overseeing management of departmental computer systems, WANs and LANs (IT); and, executing facilities, fleet management, space planning and office supplies, equipment procurement (Office Operations).

Key Initiatives:

- **Strengthened tiers of communication** among and between OBM, Controllers and departmental personnel, and provided critical strategic planning and visioning to advance organization's mission.
- **Managed union negotiations relevant to the merger** of Department of Planning / Department of Economic Development. Designed combined staffing plan and downsizing strategy that resulted in zero union grievances associated with ensuing staff layoffs.
- **Executed space planning process and managed physical relocation** of combined departments between 3 downtown office buildings. Plan accomplished all objectives within preset time goals and budget after preset time.
- **Significantly improved quality and timeliness of financial and program reporting** to virtually eliminate audit findings by HUD and other regulatory agencies. Improved series of processes and reporting systems **to reduce annual audit finds from 30 to 3.**
- **Member of team which successfully constructed City of Chicago's \$100M Empowerment Zone grant application.** Actively participated in 6-month application development process as well as development of process for funds distribution and project monitoring.

■ **DIRECTOR OF FINANCE • DEPARTMENT OF PLANNING, CITY OF CHICAGO**
Chicago, Illinois • 1989 to 1990

Primary Focus: Strategic planning associated with all major community development projects across the city (77 community areas) and administration of the funding process for community development block grants (CDBG).

Primary Leadership Accountability: Administrative stability of entire department (130 staff) and management of planning, operation and program budgets totaling ~\$24M. Reported to First Deputy Commissioner.

Key Initiatives:

- **Led department budget presentations to the City Council.** Supervised annual budget preparation process and prepared department for budget hearings. Implemented departmental participation in automated budget process.
- **Coordinated outreach to community organizations** seeking CDBG funds for planning and led annual strategic planning parallel with development of annual departmental budget.
- **Spearheaded productive partnerships with various city departments.** Resulting relationships ensured Department of Planning consistently being in compliance with various City and Federal regulations.
- **Negotiated 40 community development agency contracts totaling \$1.4M.** Negotiations were focused on productivity assurance within contracts to advance community-planning activities at neighborhood level.

■ **PRINCIPAL BUDGET ANALYST • OFFICE OF BUDGET & MANAGEMENT (OBM), CITY OF CHICAGO**
Chicago, Illinois • 1987 to 1989

REDACTED

Primary Focus: Multi-departmental budget analysis and preparation of City's annual budget totaling \$1.8 and impacting 39,000 employees for presentation to City Council by the Mayor.

Primary Leadership Accountability: Partnership development with each department's commissioner and fiscal staff leading to departmental budgets always meeting ceiling requirements. Reported to Deputy Budget Director.

Key Initiatives:

- **Instrumental to implementing City's first computerized budget process** featuring standardized budget requests and justifications across all City departments, resulting in a more time- and cost-efficient system. Key member of committee that designed, tested and deployed control, request, report generation and training system impacting 39,000 City employees.
- **Analyzed annual program and operating budgets** for Planning Department, Economic Development Department, Mayor's Office of Workforce Development and Women's Commission. Reviewed departmental programs and program goals and prepared written recommendations regarding departmental budget requests used to brief the Mayor and facilitate negotiations between Budget Director and Department Heads.

■ **BUSINESS ADMINISTRATOR • DUSABLE MUSEUM OF AFRICAN AMERICAN HISTORY**
Chicago, Illinois • 1984 to 1987

Reported to President and Chairman of the Board.

Key Initiatives:

- **Successfully met challenges of constructing organization's first project and fund budgets** to enable entity to better respond to questions regarding use of restricted funds.
- **Managed multimillion-dollar capital expansion campaign** to build existing 500-seat auditorium.

EXECUTIVE DEVELOPMENT TRAINING PROGRAMS

LEADERSHIP GREATER CHICAGO, Chicago, Illinois
Leadership Fellow • 2006
8-month Executive Training Program

NATIONAL FORUM FOR BLACK PUBLIC ADMINISTRATORS
Executive Leadership Institute • 2002
8-month Executive Training Program

CITY OF CHICAGO
Executive Development Program • 1990

PROFESSIONAL AFFILIATIONS

NATIONAL FORUM FOR BLACK PUBLIC ADMINISTRATORS / CHICAGO CHAPTER
National Board Member • Current
National Membership Committee Chair • Current
Local Membership Committee Member • Current
Chapter President • 2003 to 2007
Member • 1987 to Present
Past Council of Presidents Chair (elected)

Driving force behind organization's local membership growth from 10 members at charter in 1988 to 270 members currently. Successfully spearheaded the competitive effort to host 2011 National Conference in Chicago (attracting 3,000 members nationally).

Established Chapter's first local corporate advisory council and Chapter's first corporate giving program.

Erna Vance
REDACTED

Experience: Gaylord National Hotel 7/2010-1/2011

Front Office & Guest Services

- Assist guest with issues and complaints
- Answer incoming calls from guest as rendered
- Greet and perform registration procedures
- Maintained accurate logbooks of mail, packages, and parcels
- Verify guest credit or how they will pay for accommodations
- Post all charges (food, telephone calls, valet parking, etc)
- Collect all payments for services rendered
- Performed other duties as assigned

Walt Disney Company (ESPN ZONE) Washington, DC 10/02 - 6/2010

Administrative Assistant/ Sales

- Sales Associate, assisting General Manager, Marketing, Human Resource and Operations Managers
- Entering contracts into Event Master
- Processing deposits for corporate / social sales events
- Completing daily administrative functions all typical office tasks, aiding all managers
- Prepared schedules for 6 or more employees in labor module
- Responsible for daily ESPN list, work order log, check list, site com, lost & found and all phone traffic
- Maintenance of Postage, Fax and Copier machines
- Ordered office supplies for all departments
- Booked over 250 events including private parties, youth groups and corporate events
- Contributed to making a plan of \$2.3 million a year
- Operated 30 extension switch board
- Member of Walt Disney Volunteers board
- Maintain and update employee's personal information
- Paperwork sessions for new hire
- Responsible for taking and sending out employees ID's
- Keeping daily tracker for all Sales Events

RVJ (HUD Help Desk) District Government Washington, DC 7/99-8/02

Technical Support II

- Administer technical support with electronic software
- Assisted with electronic transmission through modem via sprint mail
- Input all calls into the Lotus Notes system
- Assisted over 200 users nation wide daily

Education: Harrison Center for Career Education
Certified Nursing Assistant
CPR Certified 1998 –2000

Skills: Skilled in all Microsoft Versions, excellent writing and communication skills,
Knowledge of operating a labor module, Event Master, Lotus
Notes, Type 75 wpm, LMS

Erna Vance References

Micha Woods

REDACTED

Scquanna Majors

REDACTED

Karly McCrae

REDACTED

Lindsay Washington

REDACTED

SUMMARY OF QUALIFICATIONS

- Creative professional with excellent interpersonal skills who is a quick learner and a hard worker.
- Software and Equipment: Experienced in Final Cut Pro 6, Adobe After Effects, Adobe Photoshop, Adobe Flash, Microsoft Word, Excel, PowerPoint, DVD Studio Pro, iDVD, and iMovie. Familiar with Cannon XL2, XL1, GL2, Panasonic DVX100B, Lowel Light Kits, ARRI Light Kits, and Senn Microphone kits.

RELEVANT EXPERIENCE

Watts Works Inc., Personal Assistant to Rolonda Watts | Los Angeles, CA | July 2010–Present

- Edit and format videos from "The Rolonda Show" and other program appearances for YouTube.
- Manage Rolonda's hectic schedule, planning travel itineraries for multiple shooting schedules, as well as assist with general office administration.

HBO, Temporary Assistant Editor | Santa Monica, CA | October 2009–May 2010

- Successfully digitized all media being considered for Emmy nominations, and edited certain materials for their respective categories. HBO was then nominated for 101 Emmy Awards.
- Created clip reels for actors, and dubs of dailies for executives.
- Proficiently edited dailies and selects received from the production department with Final Cut Pro.

Warner Bros Television, Post Production Clerk/Intern – "Eastwick" | Burbank, CA | August 2009–September 2009

- Collected and created dailies and daily content reports, filed and distributed paperwork, and performed general office duties as assigned.

Wonderland Sound and Vision, Intern | Los Angeles, CA | September 2007–May 2009

- Filed over 1000 dailies and cuts of television shows including Supernatural on the CW, and Chuck on NBC.
- Read and logged over 50 scripts, wrote coverage, and created pitch boards for meetings.
- Hosted talent during casting sessions, covered phones and other duties as assigned.

Occidental College, Media Lab Manager and Cage Assistant | Los Angeles, CA | September 2007–May 2009

- Promoted from Cage Assistant to Media Lab Manager after the first year.
- Effectively tutored Introductory Film class on the use of a variety of film making equipment.
- Assisted students with a variety of media related software programs, including Final Cut Pro 6, Adobe After Effects, Adobe Photoshop, and Adobe Flash, as well as camera, lighting, grip, and sound equipment used for student productions.

RLJ Development LLC, Consultant | Bethesda, MD | June 2007–August 2007

- Coordinated the development of the promotional video for RLJ Development, a hotel investment company created and headed by BET co-founder Robert L. Johnson.

EDUCATION

Occidental College – Los Angeles, CA | Bachelor of Arts | May 2009

Major: Art History and the Visual Arts with a Film Emphasis | Minor: Politics

Activities: Black Student Alliance, Occidental Film Club, Multicultural Summer Institute, Leader—"Oxy Engage", Senior Thesis Film titled "The Make-Up"

REDACTED

Andrew J.C. Washington

REDACTED

Objective To obtain an engineering position that allows me to help the company and customer achieve its objective and obtain new knowledge, skills and capabilities.

Experience May 2008 – June 2009 Booz Allen Hamilton Stafford, VA

Electrical Engineer - Consultant

- Provided professional engineering support to a client in a classified law enforcement (FBI) environment for Improvised Explosive Device (IED) analysis
- Extrapolated and analyzed hard data from electronic devices while utilizing forensic analysis tools
- Validated and assimilated data from RF, Schematics, Electronic Data Recovery, and Photo Sub-teams as well as performed final device analysis, document findings in a device report, acquired data acquisitions, and researched possible trends related to design and construction
- Managed multiple projects simultaneously with various priority levels
- Multi-tasked testing, analyzing and documenting RF, Schematics, Electronic Data Recovery and Photo Sub-teams
- Ensured all production turnaround standards and service goals were met
- Conducted extensive management studies that incorporate time studies to monitor the progression of weekly assessments
- Conducted program development, analysis, and evaluation of work operations to include automation and resource oversight
- Determined sources of data appropriate for studies; compiled, organized and analyzed data; determined measures of effectiveness; and documented purposes, methods, assumptions, and conclusions of studies performed
- Provided technical assistance in developing, planning, and evaluating programs
- Analyzed developments and kept abreast of trends via attending conferences, meetings and visiting labs related to the program to which assigned
- Incorporated and adapted developments into program plans and initiatives that offer promising solutions to long-standing or controversial program issues and problems

October 1999 - 2008 NBC News/NBC 4 Washington, DC

Intern

- Provided support in the IT Department for NBC's DC bureau
- Installed computers in the Newsroom and Control Rooms
- Supported video/media Archives Unit
- Developed experience in digital research for digital broadcast conversion
- Tracked control room equipment
- Oversaw the daily performance of computer systems
- Maintained record daily communication transactions problems and remedial action taken, and installation activities
- Read technical manuals, conferred with users, and conducted computer diagnostics to investigate and resolve problems and provided technical assistance and support
- Conferred with staff, users and management to establish requirements for new systems modifications.

- Set up equipment for employee use, performing or ensuring proper installation of cable, operating systems, and appropriate software
- Inspected equipment and read order sheets to prepare for delivery to users.
- Modified and customize commercial programs for internal needs
- Answered users' inquiries regarding computer software and hardware operation to resolve problems
- Entered commands and observed system functioning to verify correction operations and detect errors
- Conducted office automation feasibility studies, including workflow analysis, space design and cost analysis

June – December 2007

VSU Dep. of Eng. Science & Tech.

Petersburg, VA

Student Practice Company Employee

- Designed/engineered home for computer voice commands, creating "House of the Future"
- Completed electrical design for local Petersburg church
- Composed new designs via AutoCAD
- Documented the appropriate changes to meet the requirements of the structure
- Updated VSU building blue prints

Education

December 2007

Virginia State University

Petersburg, VA

Bachelor of Science, Engineering Technology

Concentration: Electronics

- Department of Engineering and Technology ABET accredited

Skills

Microsoft Word, Excel, PowerPoint, WordPerfect, Electronic Workbench, Pspice, CirCAD, strong interpersonal skills, and excellent communication skills

Activities

Co-Chair for heritage month for the African American Forum, National Society Black Engineers (NSBE), District of Columbia Metropolitan Area Pre-Alumni, IEEE member, Alpha Phi Alpha Fraternity Inc., Youth Mentor

Brittney A. Wright
REDACTED

EDUCATION

2006 - 2010

The George Washington University, Washington, DC
Stephen Joel Trachtenberg Scholar
B.A., Sociology & Women's Studies
Graduation, May 2010

2002 - 2006

Eastern SHS, Washington, DC
National Honor Society
Class Rank: 4 out of 217
Graduation, June 2006

EMPLOYMENT AND VOLUNTEER EXPERIENCE

Gray Transition 2010

11/2010 - 12/2010

Young Executive, Health and Human Services Transition Team

- Assisted Transition Team Leaders in organizing/facilitating Health and Human Services Transition meetings
- Researched issues relevant to DC Government Agencies under the Health and Human Services umbrella
- Compiled summaries and briefs of various Health and Human Services related meetings

The Duberstein Group, Inc.

07/2008 - 07/2010

Research Intern

- Researched political issues that relate to current and potential clients
- Organized, compiled, and researched information needed to prepare for client meetings
- Monitored pending legislation in both Senate and House relevant to client issues

DARCARS Automotive Group, Toyota SS

06/2008 - 09/2008

Intern, Personal Assistant

- Operated in direct support of VP of DARCARS, Inc., Tamara Darvish

The Washington Post

06/2005 - 08/2007

Summer Intern, Circulation, Metro Single Copy

- Intern Manager responsible for supervising first year interns and assisting them with team building exercises
- Performed administrative tasks, and researched, analyzed, and delivered statistical data to Regional Sales Directors

Thurgood Marshall Public Charter HS

09/2007 - 04/2008

Volunteer Teaching Assistant

- Assisted teachers in four classes with lesson plans and recording grades
- Assisted in the student's comprehension of class work and homework

LEADERSHIP EXPERIENCE

Stephen Joel Trachtenberg Scholars

07/2009 - 05/2010

Senior Class Ambassador

- Disseminate pertinent information to Senior Scholars
- Assist in planning class events and community service efforts

The George Washington University Dean's Council for Multicultural Recruitment

09/2006 - 04/2010

Student Ambassador

- Lead information sessions, campus tours, and host overnight visits, for Multi-Cultural Students interested in attending the university.

NAACP - GWU Chapter

08/2008 - 08/2009

Education Chair

- Created forums which highlight injustice in the educational system
- Encouraged the participation of the general body in service programs which benefit the youth of the D.C. Community and Student life at GW

ACTIVITIES

- Recipient of Stephen Joel Trachtenberg Scholars Award, The George Washington University, 2006-2010
- The George Washington University Miss Freshman Scholarship Pageant, 2006
- Member of the Nationally Recognized, Aatash Persian Dance Group, 2007 - 2008
- The Eastern SHS/Washington Post 500 Club

REDACTED

REDACTED

NEVILLE R. WATERS III

PROFESSIONAL QUALIFICATIONS

- A successful entrepreneur and experienced communications and marketing executive with expertise in research, event management, partnerships, content production and fundraising.
- Accomplished at leveraging PR, advertising, branding, social media and community outreach to raise corporate and individual profiles and extend business objectives.
- Strong credentials in the areas of event management, direction of strategic initiatives, SWOT analysis, CRM, direct mail, broadcasting and the oversight of alliance partnerships.
- Successful use of integrated communications to enhance cross functional organizational capabilities and team leadership skills.
- Background consists of the development of award-winning marketing campaigns, acting as a public spokesperson and leading political and philanthropic programs.

EXPERIENCE

President/Founder

THE WATERS GROUP, Washington, DC – Provide professional consulting services emphasizing communications, consumer marketing, research, strategic media placement, online promotions, fundraising, event management and career guidance.

- Direction of marketing campaign to recognize the 35-year partnership between the NFL and United Way including a nation-wide exhibit tour, programs to promote youth fitness, Super Bowl and athlete appearances with exposure to over 5 million people.
- Created & promoted an event as a marketing platform supported by Absolut, Monster Energy Drink, Verizon and Nike to welcome the WNBA All Star Game to Washington, DC featuring athletes and celebrities attended by over 600 guests.
- Produced programming and content (films, music videos, newsletters) for television, radio, cable, movie, and internet placement.
- Oversight of promotional media campaign for KIPP-DC Charter School fundraiser that generated close to \$100,000.
- Managed the fundraising campaign for the Jackie Robinson Foundation Scholarship Awards Dinner which raised \$1.1 million.
- Organized receptions for the Congressional Black Caucus leadership and fundraisers for other various politicians.
- Facilitated NBA clinics by professional basketball coaches of Burkina Faso and the distribution of food via Feed The Children.
- Generated media awareness of Katrina Information Network's agenda to acknowledge 4th Anniversary of Gulf Coast tragedy.
- Facilitated client assignment to go on the U2 360° World Tour to provide online content and edit concert footage.
- Developed sports-themed television program and content for reality-based weight loss show
- Contributing commentator for web site RhythmFlow.net; National Public Radio; Washington Post's World-Wide-Wilbon.
- Distribute bi-monthly electronic newsletter with observations on pop culture, politics, current world events

Vice President of Marketing and Business Development; 2005 – 2007

WASHINGTON MYSTICS, Washington, DC – Supervised and directed the business functions for the WNBA professional women's basketball team including in-game operations, communications strategy, community relations and sales.

- Managed communications strategy and maintained relationships with sponsorship partners including Coke, GEICO and Sun Trust Bank that increased revenue by 20%.
- Established CRM procedures and policies to impact sales and customer service by renewing 85% of customers.
- Supervised the planning and buying of television, radio and internet advertising placements.
- Responsible for 15 full time staff, 50 part time employees and 10 interns.
- Developed new revenue-producing programs including a Block Party, Fan Bus Trips and in-arena promotions.
- Served as operational supervisor for game presentation including crowd management, customer relations and entertainment.

Senior Account Executive; 2003 - 2005

MARRIOTT INTERNATIONAL, Bethesda, MD – Managed the Mid-Atlantic regional market sports and entertainment sales and marketing program for hotel chain.

- Developed new business including: licensing partnership with the Black Coaches Association; the NCAA & ACC Men's Basketball Tournament; and the Women's World Cup which grew local market revenue by 5%.
- Handled the multi-million dollar hospitality accounts of the Washington Redskins and DC United.
- Exceeded revenue projections for 7 of 8 quarters thereby earning recognition as a Silver Level performer.
- Performed market research, SWOT analysis and maintained CRM database to prepare proactive responses to marketplace.
- Worked on-site with hotel Operations Dept to facilitate the needs of high-maintenance sports/celebrity clients.

Neville R. Waters III

Marketing & Communications Director; 2001 - 2003

COLUMBUS RIVERDRAGONS/NBDL/NBA, Columbus, GA - Established the launch of a franchise in the National Basketball Association Development League.

- Created CRM database of 15,000 potential ticket buyers.
- Developed over \$1 million in local licensing and marketing partnerships.
- Served as operational supervisor for live events and acted as Public Address.
- Responsible for the television/radio broadcast production and in-game presentation.
- Formed advisory council comprised of business and community leaders to provide local guidance.

Marketing & Communications Director; 1996 - 2001

DC SPORTS & ENTERTAINMENT COMMISSION, Washington, DC - Directed the marketing efforts to develop and attract sports/entertainment events and managed operations at RFK Stadium and DC National Guard Armory.

- Coordinated a committee of political, business, security and community leaders to provide organizational services and assistance for events such as professional and amateur all star games, tournaments and festivals.
- Administered a \$100,000 grants program to support and encourage recreational programs for local youths.
- Handled the accommodations, travel, security and hospitality for high-profile performers and athletes.
- Planned promotional strategies for large-scale concerts; smaller parties, receptions and performances; and sports events.
- Oversight of contract negotiations, staffing, publicity and transportation.
- Served as media and community spokesperson.

Account Director; 1993 - 1996

GOLDBERG.MARCHESANO.KOHLMAN.INC. Washington, DC - Managed strategic brand positioning marketing campaigns, creative development, media placements and market research that focused on hospitality and tourism accounts.

- Designed and managed multi-million dollar budgets for hospitality client marketing programs including South Africa, Iceland and Washington, DC.
- Cultivated new business accounts that totaled almost \$10 million in additional billings.
- Received award recognition (Addy, Effie & Adrian Awards) for campaign effectiveness and creativity by increasing tourism revenue in Washington, DC from under \$16 million annually to an all-time high of \$20 million.

Advertising & Marketing Manager; 1991 - 1993

DC COMMITTEE TO PROMOTE WASHINGTON, Washington, DC - Directed the branding and marketing efforts to promote tourism and increase hotel room night stays.

- Developed promotional concepts, informational brochures and monitored direct mail operation.
- Supervised the "Taste of DC" festival that attracted close to one million people per day.
- Organized the Golden Washingtonian Club and Coming of Age Festival to target senior residents and visitors.
- Monitored the DC Public School mentoring and intern program.
- Produced and directed public affairs programming for radio and television.

AFFILIATIONS

Executive Board Member, Sidwell Friends School Alumni Association
Chapter Vice President, National Association of Black Sports Professionals
Executive Board Member, Female Union Band Society Cemetery
Member, Georgetown University Entertainment & Media Alliance
Event Committee Member, March Madness, KIPP-DC Charter School

AWARDS

Achievement in Radio Programming
Radio Program Director of the Year
Gold and Platinum Albums for Total Record Sales
\$5,000 Game Show Winner

OTHER EXPERIENCE

Teacher, Springfield, MA/Washington, DC
Adjunct Professor, Howard University
On-air TV/Radio Broadcasting
Partner, College Bound
ALTA Charter School Board of Directors

INTERNATIONAL TRAVEL

Bahamas; Budapest; Canada
England; Ghana; Holland
Iceland; Italy
Jamaica; Mexico; Spain

Neville R. Waters III

EDUCATION

Georgetown University, Washington, DC
National Broadcasting Company Fellowship

Springfield College, Springfield, MA
Walter Kaitz Foundation Award Recipient

Springfield College, Springfield, MA
Graduated *Magna Cum Laude* in three years

Master of Business Administration

Master of Education

Bachelor of Science

REDACTED

REDACTED

BEATRIZ OTERO

CEO/PRESIDENT, CENTROÑIA 1986-PRESENT

Founded in 1986, CentroÑia is a community-based, nonprofit organization providing a range of educational and family support services to children, youth and their families in the Washington, DC metropolitan area. CentroÑia also developed and currently manages DC Bilingual Public Charter School serving children pre-k to 5th grade. The organization has a staff of over 250, a combined operating budget of \$16 million dollars and serves over 1,500 children on an annual basis.

SELECTED LECTURES AND PRESENTATIONS:

Participant, NBC Education Summit, 2010
Panelist, W.K. Kellogg Foundation, Bridging Services for Young Children, April 2009
Speaker, National Charter School Conference, August 2009
Keynote Speaker, Virginia Child Welfare Association, September 2001
Presenter, National Conference for Community and Justice, April 1999
 "Stereotyping and the Media"
Panelist, American Society of International Law, March 1999
 "Third World in the First World in the District"
Presenter, White House Conference on Child Care, October 1997

APPOINTMENTS:

DC Congressional Latino Council, Member 2009
Panel Member, New Jersey Child Welfare Panel, 2003 to 2008
Member, Child and Family Services Agency, Advisory Board, 1998
Member, DC Public Charter School Board, 1997 - 2003
Mayor's Advisory Committee on Early Childhood Education 1990 -2009

VOLUNTEER AND ADVOCACY AFFILIATIONS:

Charter School Management Research Initiative, Board of Directors 2010
Racial Diversity Collaborative, Co Chair, 2009
Howard University Hospital, Board of Governors 2009 - present
Pre-K for All DC, Board of Directors 2009- present
Center for the Study of Social Policy, Board of Directors 2008 - present
DC Education Compact, Board of Directors 2008 - 2009
Equal Rights Center, Board of Directors, 2004 - present
Columbia Heights / Shaw Family Support Collaborative, Board of Directors 1998 - present
Community Partnership, Board of Directors, 1991 - present

HONORS:

HOMETOWN HERO

WETA Public Television, 2001

COMMUNITY, OUTREACH, RECOGNITION AND OPPORTUNITY AWARD

Superior Court of the District of Columbia, 2000 & 2004

COMMUNITY LEADERSHIP AWARD

Greater Washington Ibero-American Chamber of Commerce May 1999

KRAFT 1999 COMMUNITY SERVICE AWARDS

Kraft Foods, Inc., April 1999

WASHINGTONIAN OF THE YEAR

Washingtonian Magazine, January 1999

COMMUNITY SERVICE AWARD

DC Chamber of Commerce, Women in Business Leadership Awards, 1998

EDUCATION:

University of Maryland, BA in Education

George Washington University, Graduate Studies in Education

REDACTED

CRYSTAL PALMER

FILM & TELEVISION EXECUTIVE

Specialist in government relations, public affairs, consulting, and legislation drafting

Highly accomplished Film and Television Executive with 20+ years of experience developing strategic plans to drive significant growth of production industry in Washington, DC. Proven track record of establishing strong relationships between major production companies and government offices. Expertise in creating highly successful entertainment marketing campaigns that generate revenue, spur tourism, and produce employment opportunities.

Government Relations • Public Affairs • Business Development • Legislation Drafting • Consulting
Marketing Campaigns • Film / Television Production • Communications • Presentations • Team Leadership
Relationship Management • Client Relations • Project Management • Revenue Growth Strategies • Negotiations
Strategic Planning • Public Relations • Press Releases • Speech Writing • Photography • Editing • Budgets

PROFESSIONAL EXPERIENCE

OFFICE OF MOTION PICTURE & TV DEVELOPMENT, Washington, DC • 1985 to 2008

Government office focused on promoting District as major venue for film and television production.

Director

Led successful effort to attract motion picture and television production to the District, driving revenue growth and employment opportunities for DC. Supervised 5 employees (15 during production periods). Utilized extensive knowledge of production and technical / logistical aspects of filmmaking to oversee all film and TV production in District. Acted as sole government liaison with film and television industry, negotiating agreements between major production companies such as Warner Bros. and District's public sector (including The White House). Served as primary advisor to Mayor on entertainment-related issues. Prepared annual budgets and drafted "film-friendly" legislation. Promoted films in the District, overseeing writing of speeches, press releases, and articles.

Produced diverse media products, including short films, infomercials, podcasts, Public Service announcements, and PowerPoint presentations. Managed all phases of projects, from scripting and planning to production.

Key Achievements

- Grew production-related revenue from \$3 million in 1985 to \$100+ million in 2008.
- Drove Washington, DC to become 3rd largest production hub in US.
- Created infrastructure to host 500+ films and television productions annually.
- Achieved 90% satisfaction rating with filmmakers surveyed on filming experience in District.
- Reversed perception that filming in nation's capital was difficult by developing effective marketing campaigns targeted at major studios, networks, and ad agencies, including Fox, MTV, BBC, and Ogilvy.
- Successfully supported technical and logistical aspects of work of award-winning producers and directors, including Jerry Bruckheimer, Oliver Stone, Spike Lee, and Clint Eastwood.
- Effectively streamlined procedures to improve production-friendliness of the District, simplifying permit process, creating 1st official film procedure manual, and pioneering use of cutting-edge technologies including web videos and online photography galleries.
- Developed global marketing effort showcasing documentary filmmaking in DC that resulted in The Hollywood Reporter referring to the District as "Docuwood."

THE WAYNE SMITH COMPANY, WASHINGTON, DC • 1981 to 1985

Account Executive

Played a strategic role in the management of the public relations and marketing activities of The Wayne Smith Company to include: official company communications, promotional efforts and news media relations. Reviewed press releases and supported press release development to the extent needed to ensure compliance with media relations policy. Supported and coordinated key media events for a diverse clientele including prominent politicians, entertainers and sports celebrities.

FORMAL EDUCATION

Master of Business Administration, Finance & Marketing
THE AMERICAN UNIVERSITY – Washington, DC

Bachelor of Arts, Communications (Television & Film)
THE AMERICAN UNIVERSITY – Washington, DC

STEPHANIE G. REICH

REDACTED

OBJECTIVE: Apply my experience in developing public policy, advising elected and government officials to resolve difficult operational and policy issues to improve performance and accountability.

EXPERIENCE

Gray Transition 2010, Washington, DC

Liaison

November 2010-Present

Primary liaison between transition team and current Administration. Provide research and technical assistance to transition policy committees. Attend briefings and tours on behalf of transition team. Managed transition internship program. Coordinate and manage First Annual Mayor (Elect) Gray Christmas toy drive. Provide assistance as needed to transition team leadership.

Gray for Mayor 2010, Washington, DC

Chief of Staff

March 2010-November 2010

Responsible for day-to-day operations of campaign office and staff. Coordinated candidate's schedule. Prepared candidate briefing papers. Accompanied candidate on daily basis. Responsible for organizing pre-transition volunteer database. Set-up and closed down campaign office. Organized General Election celebration.

Symantec Corporation, Washington, DC

Manager, State Government Relations

June 2007-November 2008

Represented Symantec in front of state and local governments in the Eastern and Northern United States on policy initiatives that impacted Symantec's ability to do business. Engaged in bipartisan political advocacy on behalf of Symantec and the high tech industry through trade associations and issue coalitions. Partnered with public sector sales team and marketing staff to enhance Symantec's presence within state and local governments. Advocated before State Legislatures and Executive Administrations and regulators on issues of importance to Symantec and conferred with officials of state government concerning the interests of Symantec and the functional impact of proposed legislation; suggested modifications as appropriate. Established relations with members of State Legislatures, Governors, Attorneys General and other senior officials, whose policies and recommendations related to Symantec. Provided oversight to consultants who represented aspects of the interests of Symantec's public policy priorities.

Council of the District of Columbia, Washington, DC

Chief of Staff, Office of Chairman Linda W. Cropp

March 2004-December 2006

Served as senior legislative and policy advisor to Chairman of the Council of the District of Columbia. Served as Chairman's primary liaison to District Council members, Council Committees, lobbyists and advocates. Advised the Chairman on legislation pending before the Council. Guided negotiations between the Executive Branch and Council on the District's budget of \$8 billion annually. Acted as liaison for Chairman during budget negotiations between Council, Administration, and Chief Financial Officer. Worked with Executive Administration on policy and legislative concerns arising during the legislative process. Managed daily operations of Chairman's office. Supervised staff of thirteen. Interacted with constituents on daily basis and assist with their requests, complaints and need for both financial and agency specific assistance.

Policy Analyst, Office of Chairman Linda W. Cropp

October 2000-March 2004

Conducted legal and policy research on various issues including capital development, safe harbor legislation, human rights, children's rights and voting rights. Drafted legislation. Responsible for drafting and coordination of Budget Support Act. Attended Committee hearings. Wrote Committee reports. Responded to constituent communications.

Brooklyn Law School, Brooklyn, NY

Research Assistant, Professor Jennifer Rosato

August 1999-May 2000

Conducted legal and policy research on various children related issues including medical decision making, children as research subjects, juvenile justice, media in the courtroom, working mothers and father's rights for recently published and forthcoming law review articles.

STRENGTHS: Policy research and analysis; legislative strategy and advocacy; negotiation and problem-solving in public policy settings; writing, editing, and communications; experience with broad range of policy issues, ranging from information technology to economic development and from state-level functions to local matters.

EDUCATION

American University, Washington, DC

Masters in Public Policy, *summa cum laude*, May 2002

Honors: Pi Alpha Alpha

Brooklyn Law School Brooklyn, NY

Juris Doctor, June 2000

State University of New York at Albany Albany, NY

Bachelor of Arts in Political Science and Judaic Studies, *cum laude*, May 1997

Honors: Dean's List

Judaic Studies Departmental Honors

Golden Key National Honor Society

ADMISSIONS: New York State Bar; Bar of the District of Columbia.

JEFFREY D. RICHARDSON

- Senior non-profit management and administration experience in community organizing, policy research, and development.
- Track record in developing partnerships between community based organizations, funders, key stakeholders, and elected officials.
- Unique blend of strategic and managerial skills with a direct knowledge of community development and grassroots organizing with a passion for on the ground results and commitment to advancing the progressive movement.

EDUCATION

Howard University School of Social Work

- Masters in Social Work
- Macro Social Work Practice Concentration on Family and Child Services
- Focus on Policy, Management, and Evaluation

Washington, DC

2007

The University of North Carolina at Chapel Hill

- B. A, Sociology - Focus on race, class, policy

Chapel Hill, NC

2000

TRAININGS/AFFILIATIONS

Training: 2010 Washington, DC New Leaders Council Fellow, Progressive Talent Search Initiative, Public Allies Leadership Practice Institute; Institute for Program Development & Evaluation (IPDE)

Affiliations: Board Member, National Stonewall Democrats; Board Member, DC Care Consortium; Board Member, Campaign for All DC Families; DC AmeriCorps Alumni Network, At-Large Member, Democratic National Committee Youth Council

NON-PROFIT ADMINISTRATION EXPERIENCE

Director of National Programs, *The Center for Progressive Leadership*

Washington, DC

June '10 – Present

Lead the DC based program team in managing the development, planning, and implementation of national leadership development programs based in Washington, DC.

- Develop new leadership development programs in Washington, DC for progressive leaders working in national politics, policy-making, and advocacy.
- Develop systems for tracking participants, assessing program impact and standardizing program quality.
- Lead national partner recruitment and engagement efforts to secure support from progressive partner organizations for CPL's programs.
- Manage curriculum adaptation and development for DC programs.
- Serve as the lead trainer for DC and state based workshops.
- Manage the DC based program team and hire and support new staff.

Program Officer, *The DC Children & Youth Investment Trust Corp. (DC-CYITC)*

Washington, DC

August '08 – June '10

Manage grant making for a portfolio of grantees representing over \$500,000 in public/private investment in out-of-school time and parent center programming in the District of Columbia; coordinating special initiatives focused on developing partnerships to increase parental engagement, increase high school graduation rates, and reduce citywide truancy rates.

- Support advocacy activities to drive Out-of-School-Time and family engagement strategies.
 - Coordinate CYITC's Parent Center Family Engagement Funding Initiative
 - Revised and expanded parent center family engagement funding initiative.
 - Successfully advocated to increase funding for parent center/family engagement programs for fiscal year 2010 by nearly 50%.
 - Convener of the citywide Parent Center Affinity Group of organizations working with parent, guardians, caregivers, and families in the District of Columbia.
 - Convener of citywide truancy and curfew reduction initiative coalition.
 - Author if summary report outlining the impact of DC's FY 2009 truancy and curfew reduction pilot initiative.

REDACTED

Site Director, *DC-CYTIC Project My Time Initiative*

Washington, DC

September '07 – August '08

Project My Time was an out-of-school time (OST) initiative funded by the Wallace Foundation to support the development of a coordinated system of quality OST programming targeting middle school students in the District of Columbia.

- Leveraged over half a million dollars in public and private dollars to support out of school time programming for middle school students.
- Engaged local community in decision making around OST needs at participating school sites.
- Managed partnerships between CBOs providing out-of-school time programs and services, DC Public Schools administrators, children, youth, and parents at Project My Time participating DC Public Schools.
- Provided support and technical assistance to increase the alignment of OST learning opportunities and DCPS learning standards and curricula.

Program Director, *DC-Baltimore Center on Child Health Disparities at Howard University*

NIH-DC Initiative to Reduce Infant Mortality

Building Futures for Youth (BFY) Club SERVE

Washington, DC

July '05 – September '07

BFY was a longitudinal adolescent health study funded by the National Institutes of Child Health & Development to develop, pilot, and evaluate an adolescent health education program focused on reducing adolescent pregnancy rates and adolescent STD/STI infection rates by engaging younger youth and their parents/caregivers in an intensive school based initiative focused on outreach, family education, and advocacy.

- Evaluated the impact of service learning and civic engagement programs on reducing youth risk behavior.
- Developed the BFY Club SERVE service learning out-of-school time program model to engage youth and their parents/caregivers in community education and advocacy activities.
- Facilitated the integration of the BFY Club SERVE OST program with the BFY school day adolescent health education program and BFY parent engagement initiative.
- Authored a synthesis of evaluated community service/service learning packed curriculum targeting middle school and elementary school age youth.
- Coordinated partnerships with local universities to increase students' involvement with local service-learning initiatives.
- Coordinated the convening of the initiative's national advisory council.
- Managed daily program operations overseeing staff at multiple program sites working with DCPS students and their parents.
- Served as liaison between Principal Investigator and program staff.

School Outreach Coordinator

School Facilitator

July '05 – September '07

Aug '01 - July 2005

ADVOCACY & GOVERNMENT RELATIONS EXPERIENCE

President, *Gertrude Stein Democratic Club (GSDC)*

Washington, DC

January '09 – Present

- Serve as the chief executive officer for the GSDC Political Action Committee
- Coordinate the development of the GSDC issue advocacy agenda
- Manage relations with local and national elected officials
- Manage the organization's communications operation (drafting press releases and media advisories, website content & development, new media tools)
- Coordinate the organizations process for candidate and issue advocacy campaign endorsements
- Coordinate partnerships with local and national partners

Vice Chair, *District of Columbia Democratic Party*

Washington, DC

October '06 – October '08

- Represented the DC Democratic Party on the Democratic National Committee.
- Served as a surrogate for the local and national Democratic Party and 2008 Obama Biden Campaign.
- Coordinated the DC Democratic Party's young voter outreach and youth advocacy initiative.

Program Administrator, *Washington Workshops Foundation*

Washington DC

Jan '01-Aug '01

- Coordinated and facilitated Capitol Hill based civic education seminars and conferences for students, educators, and education advocacy groups.
- Served as liaison to congressional staffers.
- Monitored congressional and senatorial intern placements for high school and college students.

REDACTED

Scheherazade Salimi

REDACTED

Director/Manager

- Policy advisor with experience developing, planning, and evaluating education-related policy initiatives for government officials.
- Attorney with experience interpreting statutory and regulatory language, drafting law, and advising public and private clients on compliance with regulatory matters, including federal and state education law and regulations.
- Manager with experience building teams and leading staff to achieve project objectives within set timeframes and budgets.

Professional Experience

One World Research LLC, New York, NY

U.S. Research Director—September 2008-January 2011

- Provided research, strategic planning, and program evaluation services to non-profit clients engaged in public policy advocacy.
- Developed effective project management tools to administer the firm's diverse and highly complex project portfolio.
- Developed and administered work plans and project budgets.
- Recruited and oversaw project teams; led teams towards timely completion of project objectives.
- Developed and maintained client relationships.

The New York City Council, Human Services Division, New York, NY

Legislative Counsel to the Committee on Aging and then to the Committee on Education—August 2005-August 2008

- Worked on major policy initiatives for the Speaker of the City Council, including working on task forces on middle school reform, mayoral control, and dropout prevention, and drafting reports that provided recommendations for policy initiatives.
- Drafted bills requested by Council Members. Drafted memoranda and advised Council Members on legal and policy issues related to proposed bills.
- Managed committee staff consisting of policy analysts, finance analysts, a press officer, and community liaisons. Assigned tasks and oversaw work-product.
- Led committee staff to set objectives for committee work, and to develop and implement committee agendas, which included analysis of federal, state, and local education policy.
- Assessed performance of the New York City Department for the Aging and the New York City Department of Education. Held oversight hearings and informal meetings to highlight organizational deficiencies and to identify potential solutions (including legislative and policy proposals) to promote organizational effectiveness.
- Helped to manage the Speaker's internal relationships, as well as her external relationships with stakeholder groups focused on public education, including public officials, union leaders, members of the business community, and advocates.

Rosner and Napierala LLP, New York, NY

Associate—April 2005-August 2005

- Advised banks on compliance with anti-money laundering regulations, including issues of due diligence regarding bank clients, suspect transactions, and reporting requirements.
- Worked on first civil suit against an international bank for its role in financing a designated terrorist group.

Human Rights Watch and The Lawyers Collective, New Delhi, India

Consultant—April 2004-October 2004

- Facilitated launch of a report on discrimination towards HIV/AIDS-affected children in India. Networked with international and local media in India to promote extensive coverage of the report and participated in advocacy meetings with government ministers to discuss the report's recommendations.
- Participated in meetings of a coalition of non-governmental organizations that drafted legislation on domestic violence and sexual harassment in the workplace and lobbied for passage of the law.

Schlam Stone and Dolan LLP, New York, NY

Associate—September 2002-April 2004

- Worked on litigation in the areas of anti-trust, commercial, civil rights, and telecommunications law. Attended depositions and trials, conducted document review, performed legal research, wrote court papers and legal memoranda, and met with clients.
- Work included litigation involving major telecommunications companies disputing surcharges arising from inter-connection agreements, a complex anti-trust case involving national unions bidding for large-scale building projects in New York City, and a civil rights suit against the Gramercy Park Trust alleging race discrimination in a public accommodation.

Education

Columbia University School of International and Public Affairs, New York, NY

M.I.A., May 2002

New York University School of Law, New York, NY

J.D., May 2001

Columbia University, New York, NY

B.A. in Philosophy, May 1998, *cum laude*

Admitted to the New York State Bar

Brandon J. Starkes

REDACTED

Objective: Seeking a career with a government agency to contribute and foster a professional atmosphere, influence constructive change, and to grow professionally in the areas of leadership, public relations, and community outreach.

Education: Hampton University, Hampton, VA
Bachelor of Arts- Psychology
Graduated: May 2010

Work Experience: **Mayor's Office of Community Relations and Services**
Ward 4 Liaison
January-Present
Serve as community advocate and liaison to the Mayor by engaging stakeholders and community members in reference to services and quality of life issues in ward four. Play an integral role in engaging agencies and community based organizations city wide to solve and alleviate community concerns.

Vincent Gray Transition 2010
Washington DC
Administrative Support
November- January
Served as a Mayoral transition committee and constituent liaison. Provide professional email and oral communication. Pivotal in reporting research findings to the transition education committee, and successfully reported OSSE's personnel audit and budget.

Vincent Gray for Mayor Campaign
Washington DC
Howard University GOTV Organizer
October 2010- November 2010
Created and implemented a grassroots, social networking plan to increase student participation for the November Washington, DC general election.

Jeff Smith Ward 1 City Council Campaign
Washington, DC
Schedule Coordinator/ Field Manager
May 2010- September 2010
Assist Candidate in daily duties and managed a team of ten canvassers. Conducted research and reported education, crime and urban development policy findings. Was instrumental in the management of data, expenditures and campaign strategy. Wrote and disseminated electronic communications to Ward 1 constituents.

DC Voice
Washington, DC
Organizer
June 2008- August 2008
Served as an organizer for a non-profit organization whose mission is to reform Washington, DC Public Schools. Instrumental in areas of social media outreach, phone

banking, database management and grant writing assistance. Organized public events and assisted the Executive Coordinator.

Community Service:

Director of Hampton University Civic Engagement (Mr. Senior)
September 2009- May 2010

Boys Two Men

Hampton, VA

Assistant Director

September 2009- May 2010

Provided mentoring for young men between the ages of 12 to 18 through a Hampton University mentoring program. Assisted in the development of young men to achieve 100% college acceptance rate.

Achievable Dreams Mentoring Program

Hampton, Virginia

Mentor

September 2009- May 2010

Mentored young men to educate them on good study habits, future collegiate opportunities, safe sex, drug prevention, and violence in the community.

Queen Street Baptist Church Tutoring Program

Hampton, Virginia

Tutor

September 2008- May 2009

Tutored children between the ages of 9 through 14 in elementary and middle school in general studies.

Help the Homeless Walk

Washington, D.C.

Organizer

November 2009

Organized Hampton University's student participation in Fannie Mae sponsored "Walk for the Homeless" on the National Mall in Washington, D.C. Raised over \$700 for charities that provide housing and assistance for homeless men, women, and families in the Washington, DC area

Additional Skills:

Customer Service, Project and Event Planning

Proficient in Microsoft Office: Word, PowerPoint, and Excel

Gregory Pappas, M.D., Ph.D.

REDACTED



Dr Gregory Pappas
The Noordin M. Thobani,
Professor and Chairman,
Community Health Sciences

Dr. Pappas is currently working as a global health consultant with over 25 years of experience and has worked in 30 countries. Recent consultancies include work with WHO, Ministry of Health Kuwait, Kazakhstan National Medical Holding, Ministry of Health, Southern Sudan, and CDC. He has had extensive experience in health disparities, health systems, and monitoring and evaluation having served for many years at the US Department of Health and Human Services. Dr. Pappas has extensive experience with strategic planning and convening stake holders.

Dr. Pappas has an extensive range of experience in academia, the private sector and in government. Dr. Pappas holds faculty positions at the Bloomberg School of Public Health and Howard Medical School. As Noordin M. Thobani Professor at the Aga Khan University (AKU), he served as the Chairman of the Department of Community Health Sciences in Karachi, Pakistan supervising a faculty of over 35 and a staff of 200. While at AKU he provided university-wide leadership for research, training, and service including a large portfolio funded by the NIH, NSF,

USAID, and CIDA.

Previously he served as Medical Director of the Futures Group leading implementation and information systems for an antiretroviral program in nine countries in Africa and the Caribbean. Dr Pappas assisted in the development of the President's Emergency Plan for AIDS Relief (PEPFAR) including his role as a primary author of the PEPFAR Five Year Strategy: a Report to Congress.

Over a 16 year period Dr Pappas served in a variety of positions in the Department of Health and Human Services including Senior Policy Advisor to the Assistant Secretary for Health/Surgeon General, David Satcher. For the Surgeon General, Dr Pappas worked in areas including disparities in health and global health. Dr. Pappas was a key participant in the creation of the National Coalition to Eliminate Racial and Ethnic Health Disparities under Dr. Satcher. Dr Pappas directed the Office of International and Refugee Health (DHHS/OPHS) and served on the Executive Board of UNICEF and PAHO, and on the US delegation to the World Health Assembly. For ORC Macro, as Deputy Director of the Demographic and Health Surveys, he implemented innovative research in Uganda, Mali, Uzbekistan, and Dominican Republic.

Dr Pappas received his MD and PhD (Anthropology) from Case Western Reserve in Cleveland, Ohio. After completing his clinical training, he came to Washington DC, first in a fellowship in Epidemiology, then continuing as a scientist at the National Center for Health Statistics/CDC. Dr Pappas is author of numerous publications, including his article in the New England Journal of Medicine "The increasing disparity in mortality between socioeconomic groups in the United States" and his book with Cornell University Press, *The Magic City: unemployment in a working class community* (second printing, 2009). He is on the faculty of the Bloomberg School of Public Health and Howard Medical School. Dr Pappas served as Chair of the Science Board and member of the Executive Board of the American Public Health Association. He is current working on a book which will appear Spring 2011 with Omar Khan for APHA Press, *Megacities and Public Health*.

CURRENT STATUS

July 2008 to present

Washington, DC

I have recently been working as global health consultant with the Government of Kazakhstan, the Government of Kuwait, CDC (MSM and HIV), WHO (disaster preparedness and strategic planning in Southern Sudan) and USAID (mental health and HIV, and pandemic preparedness). My work with InterAction involved convening complex sets of stakeholders around pandemic preparedness involving UN agencies, NGOs, government organizations, the Red Cross and others from over 40 countries. I am working with Howard Medical School as part of the faculty, developing curriculum and program.

EDUCATION

Certificate of Completion, Preventive Medicine Residency, Centers for Disease Control and Prevention, Department of Health and Human Services, 1995.

Post-Doctoral Fellowship in Epidemiology, National Center for Health Statistics, Department of Health and Human Services, 1989.

Internship in Internal Medicine, Mount Sinai Medical Center, Cleveland, Ohio, 1987.

M.D., Case Western Reserve School of Medicine, Cleveland, Ohio, 1986.

Ph.D., Medical Anthropology, Case Western Reserve University, Cleveland, Ohio, 1986 B.S., University of Akron Akron, Ohio, 1974.

PROFESSIONAL EXPERIENCE

July 2005 to July 2008

Aga Khan University

Karachi, Pakistan

Department Community Health Sciences

The Noordin M Thobani Professor and Chairman

As Chairman and Professor of Department I managed a faculty of over 35 and staff of 200. The Department includes service programs, research, and teaching. I made major improvements in the Urban Health Programs which provides health, education, and development services in three facilities in poor urban communities (catchments totaling 60,000 each). I created an innovative monitoring and evaluation program for HIV/AIDS in those communities and established a city wide task force to coordinate HIV/AIDS efforts. The Department plays a major role in the undergraduate medical education program and offers three Master's programs: (Biostats/Epidemiology; Health Policy and Management; and Clinical Epidemiology) and a Residency in Community Medicine. I was a member of the Appointments and Promotions Committee and managed a multi-disciplinary Human Development Program (doing research in early childhood development and offering a Diploma course in human development). I led the Department and the Division of Policy through strategic planning processes that reinvigorated the Department and Policy Division. Dr. Pappas initiated, planned, and managed a highly successful program to address mental health needs in Afghanistan funded by the US NIH.

The Department had 29 externally funded research projects that totalled over \$7 million, annually; I doubled the funding of the Department over a three year period. I established a new PhD program in public health for the University. I took the Department through "ghost accreditation" putting it on the road to accreditation as a school of public health.

May 2003 to July 2005

The Futures Group

Washington, DC

Medical Director

I served as principal manager on all health and medical issues including prevention, clinical and palliative care, monitoring and evaluation and social support services for international HIV/AIDS programs. I was program manager for Future on the \$355 million dollar project with AIDSRelief which operated in nine countries to provide anti-retroviral therapy (Uganda, Rwanda, Kenya, Tanzania, Zambia, South Africa, Nigeria, Haiti, and Guyana). I designed the health information system for reporting and research of that large scale project. This work included extensive policy work with US government and the many host countries. I provided senior technical support to the US State Department Global AIDS Coordinator's Office as a lead author on five year strategic plan to Congress for President's Emergency Plan for AIDS Relief (PEPFAR.) I also provide expert advice in White House Office on HIV/AIDS in formal briefings and policy briefings.

September 2000 to May 2003

**Health Demographic and Health Surveys
(DHS) ORC Macro**

Calverton, MD

Deputy Director

As senior manager for international health surveys I was responsible for major innovations developing and supervising large scale operations in this major international health program of long standing. I led, negotiated, planned, and implemented Health Examination Survey in Uzbekistan, a new prototype that I designed for USAID. I designed and directed the National Uganda HIV/AIDS Health Facility Survey, a new prototype for monitoring access and quality of care in less-developed countries. I led the integration of HIV testing in population based surveys (DHS) in Mali, Zambia, and Dominican Republic. I served as policy advisor to Commonwealth Regional Health Community Secretariat, a regional body representing 14 Eastern and Southern African countries to harmonize health policies in the region. I led preparation and presentation of innovations to ORC Macro IRB (HIV testing, Chlamydia testing, cholesterol, vitamin A, blood pressure, lead testing). My role as Deputy Director was to ensure that innovations were relevant to US and host country policies.

July 1987 to September 2000

**Office of the Surgeon General and Assistant Secretary
for Health for Public Health and Science**

Washington, DC

Senior Policy Advisor to Surgeon General, Acting Director

Office of International and Refugee Health

During the four year period I assumed increasing levels of responsibility ending as Senior Policy Advisor to the Surgeon General/Assistant Secretary for Health, Dr. David Satcher. As Senior Policy Advisor I helped lead the National Coalition to Eliminate Racial and Ethnic Disparities in Health with White House kick-off in October 2000. I provided regular scientific briefings to the Surgeon General and his staff on emerging health issues, such as infant mortality, HIV/AIDS, and emerging and blood-borne pathogens. I represented the Department at Practicing Physicians Advisory Council at the Health Care Financing Administration, a national advisory body of health care professionals with concerns over HCFA regulations. I provided technical assistance to the Office of Human Research Protection/DHHS that oversees protection of human subjects in research and provided strategic guidance to the Health Resources and Services Administration on the development and management of international HIV/AIDS programs.

As acting Director, Office of International and Refugee Health, I supervised a staff of over 50 persons (half of whom were professionals) with responsibility for a budget of \$25 million. The office (now Office of Global Health Affairs) had administrative and program responsibility including coordination of DHHS international activities implemented through FDA, CDC, NIH through multilateral (WHO, UNICEF, PAHO) and bilateral (Russia, Mexico, Japan, South Africa, India, Pakistan, Egypt) agreements. I led liaison effort with U.S. government agencies (USAID, State, and Commerce) and other international agencies (e.g., World Bank). I represented DHHS at UNICEF Executive Board, Western Pacific Regional Office of the World Health Organization, US-Japan Common Agenda, and New Transatlantic Agenda (US-EU) health work group. I provided critical leadership to the Department's global HIV/AIDS initiative in the Department and in international forum (World Health Assembly and UNICEF executive boards) leading to major policy shifts.

Special Assistant to Associate Director National Center for Health Statistics/CDC

Over a nine year period, I assumed increasing responsibilities for the supervision of large-scale projects, including staff and budgetary oversight, ending as the Special Assistant to Associate Director. During this period I was assigned by the federal government for one year to the District of Columbia where I served as assistant to the Commissioner of Health and led the assessments of domestic health information system and program evaluations of immunization, tuberculosis, and HIV/AIDS programs. I served as the liaison between the DC Commission of Health and the federal Department of Health and Human Services and served on the Mayor's Health Care Taskforce. I initiated, led, planned, and supervised a national health examination survey of over 18,000 people in Pakistan, the first survey of its kind in a less developed country. This successful effort led to publication of a report and a large series of peer reviewed articles which have had major policy ramifications in Pakistan. I provided expert testimony for a national policy forum on statistics issues related to racial and ethnic disparities, (National Committee on Vital Records and Health Statistics). I gained national recognition (front page, New York Times) for publication of report on widening disparities in mortality between classes in the New England Journal of Medicine and presented that paper at the annual meeting of the Massachusetts Medical Society. For the NHANES III, I led major components during the planning and implementation phase. This national population-based household survey interviewed and examined 40,000 persons to provide health status information for policy and science. NHANES is a major data source for Health People 2010.

AWARDS

Tapped for Excellence Directors Award, National Center for Health Statistics, 1996.

Special Achievement Award, Case Western Reserve School of Medicine, graduation ceremony, 1986

ACADEMIC ACTIVITIES

Adjunct Faculty, Howard School of Medicine. I served between 2003 and 2005 administering and developing a new MPH program for Howard, the first MPH to be created to address health disparities. Current I have returned to Howard to develop program and curriculum emphasizing community and prevention work.

Adjunct Associate Professor, Johns Hopkins University, Bloomberg School of Public Health, Department of International Health, Division of Health Systems. Department Policy and Management teaching health survey methods, epidemiology and health services research, 1996 to present,

Preventive Medicine Residency, Faculty, Centers for Disease Control teaching residents in areas of quantitative methods of epidemiology and health services research, 1997-98.

National School of Public Health, Faculty, Madrid, Spain and Barcelona Department of Public Health teaching annual seminars and consultation on epidemiology and health services research, 1993-1999.

Visiting Professor, Faculty of Medicine, Kuwait City, Kuwait, taught introduction to public health and epidemiology, 1997.

Hellenic International Schools Athens Greece High school instructor (biology, psychology, chemistry, and math), 1976 -1977.

La Verne College, Athens, Greece Undergraduate instructor in "Introduction to Anthropology" and "Theory in Anthropology" June 1978 to September 1978.

Health Policy Study Group, Case Western Reserve School of Medicine, I lead a student group that organized courses and special lectures related to the effect of public policy on health, 1982.

BOARDS, CONSULTATION, AND ADVISORY ACTIVITIES

Member, Board of National Medical Holding (oversees hospitals) Government of Kazakhstan, December 2008 to present.

Gallop Group. Consultant on national health survey development in less developed country. July 2005.

New Vienna Circle. Invited by the government of Austria to a "think tank" for consideration of the future of health in that country. Vienna, September 2004 and September 2005.

Chairmen of the Science Board, Executive Board of the American Public Health Association. The Science Board reviewed all proposed policy of the APHA for its scientific accuracy. I oversaw a 15 person board that reviewed the scientific basis of policy on a broad range of topics (environmental health, epidemiology, cancer prevention, cardiovascular disease prevention, health care delivery, epidemiology, complementary and alternative medicine, global health issues, ethics and science). I also served on the board for three years before I was Chair, 1998-2000.

Government of Spain. Health information system development, consultant, 1994-1999.

National Committee on Vital Records and Health Statistics. Advised on data policy related to national minimum data standards used in vital statistics and health care statistics. 1990-1996

Institutional Review Board for the National Health Examination Study. Reviewed research protocols related to the National Health and Nutrition examination Survey including collection of DNA collection conservation, 1994-98

World Bank Led an evaluation study on the development of health information systems in Sri Lanka. 1995

Kaiser Permanente of Northern California. Evaluation of survey systems for quality and outcome management leading to policy recommendations that were subsequently integrated into the Kaiser Hospital system, 1996

New England Research Institute. Developed a proposal for development of health information system development in Kuwait School of Medicine, 1996

COUNTRIES OF PROFESSIONAL WORK

UAE, Kuwait, Uzbekistan, Kazakhstan, Afghanistan, Pakistan, India, Nepal, Sri Lanka, Bangladesh, Vietnam, South Africa, Zambia, Uganda, Rwanda, Nigeria, Kenya, Tanzania, Ethiopia, South Africa, Guyana, Haiti, Spain, Greece, Austria, Japan, Thailand, Switzerland, UK, Guyana, Dominican Republic

LANGUAGE SKILLS

English: native speaker

Greek: fluent speaker

French: basic

Urdu: basic

VOLUNTARY CLINICAL WORK

Over the period 1986 and 2005 I worked at a volunteer physician in free clinics in the District of Columbia, Zaccheaus Clinic for the homeless, and the Whitman Walker Clinic.

SELECTED PRESENTATIONS/ABSTRACTS

“Role of the Diaspora in the Response to HIV in on the African continent” for a consultation with the Ford Foundation, New York City, April 2010.

“The Indus River Treaty: Water Wars in the Future?” presentation at the annual meeting of the American Public Health Association, Nov. 2009.

“Pandemic preparedness in less developed countries: starting with the science” for regional conference of civil society and governments in east Africa, for Humanitarian Pandemic Preparedness (H2P), (spoke at a series of three meetings I organized) Addis Ababa, Ethiopia April 2009, Pretoria South Africa July 2009, Hanoi, Vietnam 2009.

“Governance in the Health Sector: a case study of Pakistan” annual meeting American Public Health Association, San Diego, November 2008.

“Megacies and Public Health: how one slum community got a sewer line in Karachi Pakistan” Annual meeting of the American Public Health Association, San Diego, November 2008.

“Community Partnerships and Public Health: case study from a slum in Karachi, Pakistan” Global Forum meeting, Beijing, China, October 29, 2007.

“HIV/AIDS among Migrant workers from NWFP and FATA: Report to Department of Health NWFP and UNAIDS” presentation to Minister of Health, Peshawar, Pakistan, September 12, 2007.

“Healing the schism in Pakistan: a medicine and public health initiative” annual meetings of American Public Health Association, Boston, November 6, 2006.

“Tawana Pakistan: case study of the consequences of globalization on a school feeding program” annual meeting of Global Forum for Health Research, Cairo, Egypt, October 31, 2006.

“Translation of Science into Practice and Policy” key note speaker, annual meeting of the Malaysian National Institute of Health, Putrajaya, Malaysia, September 18, 2006.

“Validation of measures of pain: community based studies in Cambodia and Dominican Republic” at Fifth Pain Symposium on Recent Developments in Pain Management, AKU, Karachi, September 10, 2006.

“eHealth and ePrevention for Pakistan” Keynote speaker for the National Health Policy Forum meeting, Islamabad

April, 2006.

"Science and Policy for Rapid Scale up of HIV/AIDS treatment in resources poor settings" for the White House Office on HIV/AIDS, Washington, DC 2003.

"National Population-based Estimates of Prevalence of HIV/AIDS in Mali" results of the Mali Demographic and Health Survey 2001, International HIV/AIDS meeting, Barcelona, Spain, July 2002.

"Biomarkers in national surveys in developing countries: prospects for the Demographic and Health Surveys" Population Association Meetings, Atlanta, Georgia, May 2002.

"Eliminating Racial and Ethnic Disparities in Health: it takes a whole Society" keynote speaker for the Alaskan Health Summit, Anchorage, Alaska, December 2000.

"Eliminating Racial and Ethnic Disparities in Health: it takes a whole society" for annual meetings of ASTHO/NACHO, Arizona Public Health Association, Oregon Public Health Association, North Carolina Public Health Association, September-October 2000.

"Anthropological Perspective on HIV/AIDS and Palliative Care" for the UNAIDS Fourth International Conference on Home and Community Care for HIV/AIDS, Symposium on Palliative Care, Paris, France, December 1999,

"Global HIV/AIDS Epidemic" keynote address to the National Black Caucus, Baltimore, November 1999.

"Developing health information systems" RAND workshop on Measurement and inequalities Santa Monica, October 1999,

"Capacity building for health information systems" Johns Hopkins School of Hygiene and Public Health, Department of International Health, school-wide seminar, Baltimore, Maryland, October 1999.

"Global HIV/AIDS epidemic: lesson to bring home" Johns Hopkins School of Public Health and Hygiene, Center for Health Education, Baltimore, Maryland, August 1999.

"WHO Health for All renewal: a commentary from the perspective of equity" Annual meeting of the Global Health Council, Crystal City, June 1999.

"Developing Health Information System: lessons learned and future directions" for the WHO Cluster on Evidence and Information, Geneva, March 1999.

"Global Health: challenges for the 21st Century" George Washington University, Department of Public Health, Washington, March 1999.

"Update on HIV/AIDS in India" for US Ambassador Richard. Celeste and senior staff, Delhi, February 1999.

"Surgeon General's Global Health Initiative" to the GAO, Washington, DC, January 1998.

"Measuring the Health Consequences of Welfare Reform: A Federal Perspective" American Public Health Association, Annual Meeting, Indianapolis, November 1997.

"Monitoring Equity: A Global Perspective" Reporter for World Health Organization meeting, Geneva, Policy-Oriented Monitoring of Equity in Health and Health Care. October 1997.

- "Inaugural address for Pakistan Medical Research Council Golden Jubilee Celebration: National Health Survey of Pakistan" national meeting in Pakistan for political and bureaucracy leaders. Islamabad, September 1997.
- "The National Health Information System of the United States: Strategic View for Development" National School of Public Health, Madrid, Spain, February 1997..
- "Development of Health Information Systems" Faculty Seminar, Department of Community Medicine, School of Medicine, University of Kuwait, Kuwait, April 1996.
- "Socio-economic Status and Health: Progress of the Assistant Secretary's Task Force" Annual Meeting of the American Public Health Association, San Diego, October 1995.
- "Report of the Task Force on Socioeconomic Status and Health of the Assistant Secretary for Health" Testimony to the subcommittee on Minority Health Statistics, National Committee on Vital Records and Statistics" Washington, DC, September 28, 1995.
- "I'm Sick Because I'm Poor: Changing the Health Status of the Nation's Underprivileged" Annual Meeting of the Massachusetts Medical Society, Boston, Massachusetts, May 1994.
- "Tools of Policy Analysis and Research for Senior Health Decision-Makers" Workshop sponsored by the Agency for Health Care Policy and Research's User Liaison Program, Charlottesville, Virginia, May 1994.
- "Community Health Assessment and Data Needs for the Future" Presented at the annual conference sponsored by the American Hospital Association in Seattle, Washington, April 1994.
- "National Estimates of Avoidable Causes of Hospitalizations" Seminar for Preventive Medicine Residents, CDC, Atlanta, Georgia, January 1994.
- "The Crisis in Health: An Epidemiological Perspective" Abstract accepted for annual meeting of American Association for Advancement of Science. Chicago, Illinois, February 1992.
- "Differential Mortality for Income and Education among American White Males (25-64 years of age): 1960 and 1986" Presented at annual meeting of the American Association of Public Health. Atlanta, Georgia, November 1991.
- "Deindustrialization and Access to Health Care" Presented at annual meeting of American Anthropology Association. Chicago, Illinois, November 1991.
- "Differential Mortality for Income and Education among American Black Males (25 - 64 years of age): National Mortality Follow Back Survey" Presented at annual meeting of American Statistical Association. Atlanta, Georgia, August 20, 1991.
- "National Data Sets and the Undeserved: Resources and Gaps" Guest faculty lecture, Meeting of Clinical Directors Network of Region III PHS. White Plains, New York, June 25, 1991.
- "Progress of the National Health Survey of Pakistan" Presented at the Ministry of Health, Government of Turkey. Ankara, Turkey, November 19, 1990.
- "Definitions, Data Sets, and Indicators: What We Can and Cannot Know About the Health of an Underclass" Presented at the Annual Meeting of the American Public Health Association. New York, New York, October 1990.

"Underclass and Epidemiology: An Anthropology of Public Health Knowledge" Presented at the Annual Meeting of the American Anthropology Association. New Orleans, Louisiana, November 1990.

"Utilization of Indigenous Healers in Pakistan: Potential and Limitations of Data from National Surveys" Presented at the meeting of the International Society for the Study of Traditional Asian Medical Systems. Bombay, India, January 1990.

"Health Examination Surveys in Less Developed Countries: Review of the World Experience with Reference to the Technical Assistance Program at NCHS" Seminar presented to the Population, Nutrition, and Health Division, World Bank. Washington, DC, January 1989.

"Hypertension Prevalence and the Status of Awareness, Treatment, and Control in the Hispanic Health and Nutrition Examination Survey (1982-84)" Pappas, G.; Gergen, P.; Carroll M.; Poster session at the American Public Health Association Annual Meeting, November 1988.

"The Importance of Collecting Farm Work Histories for Mexican Americans: NHANES" Brody, D.; Carter, O.; Pappas, G.; Hitchcock, D.; presented at American Public Health Association Annual Meeting. Boston, Massachusetts, November 1988.

"Power, Control, Autonomy and the Role of the Physician" Presented at the American Anthropology Association Annual Meetings. Philadelphia, Pennsylvania, December 1986.

"Mental Health and Unemployment" Presented at Student Research Day, Case Western Reserve University. Cleveland, Ohio, February 1986.

"Health Effects of Unemployment" presented at the American Industrial Hygiene Conference. Philadelphia, Pennsylvania, May 1983

"Budget Cuts and Cleveland: Report of the Health Policy Study Group" Presented at the American Medical Student Association National Convention. Cleveland, Ohio, March 1982

REPORTS/BOOKS/BOOK CHAPTERS

Pappas G "Summary Report on HIV/AIDS and Mental Health in resource poor settings: strategic opportunities for the USG" for USAID, Public Health Institute commissioned paper, to be internally published Nov. 2009 (copy is available from author on request)

Pappas G "Primary Health Care (PHC) and health systems in urban settings: challenges, issues, contemporary issues, case studies, lessons learned, and recommendations" Technical Paper commissioned by the WHO Kobe Center, Japan, Nov. 2009 (copy is available from author on request)

Sherwani J, Ali N, Tongia R, Rosenfeld R, Memon Y, Karim M, **Pappas G** HealthLine: Towards Speech-based Access to Health Information by Semi-literate Users, in *Speech in Mobile and Pervasive Environments*, Singapore; September 2007

J Sherwani J, Ali N, Tongia R, Rosenfeld R, Memon Y, Karim M, **Pappas G** Towards Speech Interfaces for Health Information Access by Semiliterate Users. In *AI in ICT for Development*. Hyderabad, India, 2007.

Pappas G, Khoja S. book chapter: "Prospects of improving healthcare in Pakistan, using e-Health: Lessons learned and a Proposal" in *Better Healthcare through Telehealth*. Editors: Khan HA; Qureshi MM, Hayee I.

Government of Pakistan: Islamabad 2008.

Final Report of the Tawana Pakistan Project to the Ministry of Social Welfare and Special Education, Aga Khan University: Karachi, June 2006

Uzbekistan National Health Survey 2004. ORC Macro, Calverton, MD, June 2004

President's Emergency Plan for AIDS Relief, US Five-years Global HIV/AIDS Strategy: A Report to Congress, US Department of State, Washington DC, February 2004

Pappas G, Wolf RC, Rubin J. Report on a Pilot Study in the Dominican Republic to the HIV/AIDS Care and Support Technical Working Group. May 2003

Uganda Health Facility Survey 2002. ORC Macro: Calverton, June 2003.

Malaria Testing Manual for the DHS+, ORC Marco: Calverton, March 2001.

Health DC Residents 2000. A fact book of data and targets. DC Commission of Public Health: Washington DC, 1996.

Pappas G, Akhter NM, "Race, Class, and Place: Policy directions for the future of public health" in *Geographic Information Systems and Health Applications*, Idea Group Publishing: Hersey, 2003.

Pappas G. "Maternal and Child Health: towards a community-centered approach" in *Topics in Maternal and Infant Health* American Public Health Association: Washington DC, 2002.

Pappas G The National Health Survey of Pakistan *Proceedings of the 1989 Public Health Conference on Records and Statistics*. Washington, D.C. July 17-19, 1989

Pakistan Medical Research Council. *Health Profile of the People of Pakistan*. PMRC: Islamabad, 1997.

Pappas G. *The Magic City: Unemployment in a Working-Class Community*. Cornell University Press: New York, 1989.

LETTERS/EDITORIALS/ MAGAZINE ARTICLES

Pappas G and M Karim "Tawana Pakistan Misunderstood" letter to the editor, Dawn August 9, 2008

Pappas G "Control of Dengue in 2007: action needed now to prevent Dengue later this year" Guest Editorial. Infectious Disease Journal of Pakistan Volume 15, Issue 04. Page 92 Oct.-Dec. 2007

Pappas G "Control of Dengue in 2007: action needed now to prevent Dengue later this year" Subh-e-Nau July 2007, page 39-40

Pappas G et al. Tawana Pakistan Project: success story for Government of Pakistan fighting malnutrition and illiteracy among poor rural girls" Medical Review Vol. 18, No. 10, p. 12, October 2006

Pappas G "Public burning of trash" Dawn May 2006

Pappas G Letter to the Editor Medicine, Health Care and Philosophy, 2003;6:71

Akhter MN, **Pappas G** Health Pakistan, and Globalization. American Journal of Public Health, 2001 ;91:13

Akhtar, M and **Pappas** Letter to the Editor: Response to Debra Nanan. American Journal of Public Health 2001 91(10):1545-1546

Pappas, G Uganda: Coming to Terms with HIV/AIDS The Gay and Lesbian Review, 2001;8(5):45

Pappas, G "No More Magic" Cleveland Plain Dealer. Sept. 5, 1988

Pappas G "Anthropology's Response to the Clinton Initiative on Race". Newsletter of the American Anthropology Association, Feb. 1998

REVIEWS/COMMENTARIES

Pappas G Book review: AIDS, Sex, and Culture: Global Politics and Survival in Southern Africa, by Ida Susser, JAMA. 2010;304(3):353.

Pappas G PLoS Med Response, Preparation for Avian Influenza: what is missing? PLOS 10 September 2007

Shaikh BT, Kadir MM, **Pappas G** Thirty years of Alma Ata pledges: Is devolution in Pakistan an opportunity for rekindling primary health care? J Pak Med Assoc 2007;57(5):259-60

Pappas G Geographic Data on Health Inequities: Understanding Policy Implications. PLoS Med 2006; 3(9): e357

Pappas G book review "Vulnerable Populations in the United States" by Shi and Steven New England Journal of Medicine 2005;353:104-105

Pappas G book review "Health Interview Surveys: Towards International Harmonizing of Methods and Instruments" Social Science and Medicine 1997; 44(4):1431-1432.

PUBLISHED ARTICLES

Saleem S, McClure EM, Bux R, Shaheed A, Goldenberg RL, **Pappas G** Pregnancy Behavior Of Pakistani Women Over Their Reproductive Life Span Al Ameen J Med Sci (2010) 3 :228 -236.

Pappas G Pakistan's Hygiene Hijinx, Anthropology Now April 2010;2:(1):40-47.

O'Neill J, **Pappas G** Health Diplomacy: lessons for global health from PEPFAR. The Internet Journal of World Health and Societal Politics. 2009 Volume 7 Number 1

Pappas G, A Ghaffar, T Masud, MBBS, A Hyder, S Siddiqi. Governance and health sector development: a case study of Pakistan Internet Journal of World Health and Societal Politics 2009 Volume 7 Number 1

Halperin D, de Moya EA, Pe'rez-Then E, **Pappas G** Understanding the HIV Epidemic in the Dominican Republic: A Prevention Success Story in the Caribbean? JAIDS 2009;5(1): S52-S59.

Johkio H, **Pappas G** Capacity of senior health managers in Pakistan: a survey of managers in public health sector" has been accepted for publication in the Internet Journal of Healthcare Administration 2009;6(2).

Rabanni F, Wasim J, Abbas F, Jahan F, Syed NA, **G Pappas**, Azam SI, Brommels M, Tomson G Culture and quality care perceptions in a Pakistani hospital International Journal of Health Care Quality Assurance 2009;2(5) : 498-513.

Johkio AH, **Pappas G** Capacity of senior health managers in Pakistan: a survey of managers in public health sector. The Internet Journal of Healthcare Administration. 2009;6(2).

Johkio AH, **G Pappas**, Lancashire RJ Health System Managerial Staffing Patterns: Public Sector Experience From Pakistan. The Internet Journal of World Health and Societal Politics. 2008; 5(1).

Pappas G, Glasser JH, Akhter M, Nayani PB. Healing the Schism: Medicine and Public Health in Pakistan. Education for Health 8 2008: 173.

Pappas G, Agha A, Rafique G, Khan KS, Badruddin SH, Peermohamed H. Community-based approaches to combating malnutrition and poor education among girls in resource-poor settings: report of a large scale intervention in Pakistan. Rural and Remote Health 2008;8: 820.

Moe J, **Pappas G**, Murray A, International management of globalizing health care services: a case study of Jordan's King Hussein Cancer Center BMC Global Health. 2007; 3: 11.

Rabbani F, Jafrim W , Abbas F, **Pappas G**, Brommels M, Tomson G. Reviewing the Application of the Balanced Scorecard with Implications for Low-Income Health Settings Journal for Healthcare Quality 2007; 29(5): 21-34.

Fatmi Z, Hadden W, Razzak JA, Qureshi HI, Hyder AA, **Pappas G**. "Annual incidence, patterns and severity of reported unintentional injuries in Pakistan for persons five years and older: Results of the National Health Survey of Pakistan 1990-94. BMC Public Health 2007;7:152.

Talati J, **Pappas G** "Migration, Medical Education, and Health Care: A View from Pakistan" Academic Medicine. 2006;81(12) Supplement:S55-S62, December

Jafar, T, Chaturvedi N, and **Pappas G** "Prevalence of overweight and obesity and their association with hypertension and diabetes mellitus in an Indo-Asian population" CMAJ 2006; 175(9): 1071-7.

Hicks E, **Pappas G** Coordinating Disaster Relief After the South Asian Earthquake Society 2006; 43(5):42-50.

Pappas G, R. Wolf C, Morineau G, Harding R Validity of Survey Questionnaire Items related to pain and symptoms in HIV/AIDS infected households in resources poor settings: results from a community based study in Dominican Republic and Cambodia, BMC Palliative Care 2006; 5:3.

Pappas G, Andriote JM, Mwalali P National Data Policy for Antiretroviral Therapy in Resource-Poor Settings: on the challenge of durable viral suppression. AIDS & Public Health 2005;20. 3/4: 66-73.

Pappas G and Hyder A "Ethical considerations for the use of biological and physiological markers

in population-based surveys in less developed countries: towards international standards and practice” Globalization and Health 2005; 1: 16-25.

Wolf RW, G Bicego, Marconi K, Bessinger R, van Praag E, Noriega-Minichiello S, Pappas G, Fronczak N, Peersman G, Fiorentino RK, Rugg D, Novak J. Developing and implementing monitoring and evaluation methods in the new era of expanded care and treatment of HIV/AIDS. New Directions for Evaluation 2004; 103: 81-100.

Pappas G et al. “Access and Quality of HIV/AIDS Clinical Services in Uganda: Results of the Uganda National Health Facility Survey, 2002. AIDS & Public Health Policy 2004,1:3/4: 76-85

Pappas G, Hyder AA, Akhter N Globalization and Health: towards a new framework for public health. Social Theory and Health. 2003;1(2): 91-107

Hadden W, Pappas G, Khan MQ, Social Stratification, Development and Health in Pakistan: an empirical exploration of relationships in population-based national health examination survey data. Social Science and Medicine 2003;57(10):1863-74.

Pappas G, Khan O, Wright J, Khan S, Kumaramangalam L, O’Neil J. Men Who Have Sex with Men (MSM) and HIV/AIDS in India: the hidden epidemic. AIDS & Public Health Policy 2002;16: 4-17.

Pappas G, Akhter T, Kahn, Q, Hadden W. Health Status of the Pakistani Population: a health profile and comparison with the United States. American Journal of Public Health 2001; 9(1):93-98.

Pappas G, Moss N Health for All in the 21st Century, WHO Renewal, and Equity in Health: a commentary, International Journal of Health Services Research 2001;31:647-657.

Schalick LM, Hadden WC, Pamuk E, Navarro V, Pappas G The widening gap in death rates among social classes in the United States: 1967, 1986. International Journal of Health Services. 2000;20 (1): 13-26

Dieveler D., Pappas G Policy Implications of Social Class in Public Health: A Case Study from the District of Columbia, Social Science and Medicine 1999;48:1095- 1102.

Pappas G Monitoring the Health Consequences of Welfare Reform. International Journal of Health Services 1998;28 (4):703-713.

Pappas G, Kozak LJ., Hadden W., Fisher G. Avoidable Hospitalizations: Inequalities between Socioeconomic Groups in the United States. American Journal of Public Health 1997;87(5): 811-816

Montgomery L, Kiely J, Pappas G. Child Health, Poverty, Race and Family Structure. American Journal of Public Health 1996;86(10): 1401-1405.

Fisher G, Pappas G Limb M. Prospects Problems and Prerequisites for National Health Examination Surveys in Less Developed Countries. Social Science and Medicine, 1996; 42: 1639-1650.

Kogan M., Alexander G., Teitelbaum M., Jack B., Kotelchuck M., Pappas G The Effect of Gaps in Health Insurance on Continuity of a Regular Source of Care Among Preschool-aged Children in the United States. Journal of the American Medical Association, 1995;274:1429-1435.

Kogan M, Pappas G, Yu S.M, Kotelchuck M Over-the-counter Medication Use Among US Preschool-

age Children. Journal of the American Medical Association 1994;272: 1025-1030

Queen S, Pappas G, Hadden W, Fisher G. The Widening Gap Between Socioeconomic Status and Mortality. Statistical Bulletin 1994;75(2):31-35.

Pappas G Elucidating the Relationships between Race, Socioeconomic Status, and Health. American Journal of Public Health 1994;84:892-893.

Pappas G, Queen S, Hadden W, Fisher G The Increasing Disparity in Mortality Between Socioeconomic Groups in the United States, 1960 and 1986. New England Journal of Medicine 1993;329:103-109.

Iftikhar G., Fisher G, Pappas G Prospects for the National Health Survey of Pakistan. Pakistan Journal of Medical Research 1992;31(4):266-269.

Zubair A, Wajid G, Pappas G, Khan A. Non-response Analysis in the National Health Survey of Pakistan. Pakistan Journal of Medical Research 1992;31(4):297-299.

Pappas G, Williams P Health Examination Surveys in Less Developed Countries: A Review of the World Literature. Pakistan Journal of Medical Research 1992;31(4):300-306.

Pappas G, Gergen P, Carroll M. Hypertension Prevalence and the Status of Awareness, Treatment, and Control in the Hispanic Health and Nutrition Examination Survey (1982-1984). American Journal of Public Health 1990;80:1431-1436.

Pappas G Power, Domination, and Exploitation in the Doctor-Patient Interaction: a comparison of Howard Waitzkin and Author Kleinman. Social Science and Medicine 1990;30: 199-204.

Lazarus E., Pappas G Categories of Thought and Critical Theory: Anthropology and Social Science Medicine. Medical Anthropology Quarterly 1986; 17:136-137.

-
- Highly motivated, team-oriented professional with more than 30 years of experience in graphic design and communications.
 - Strong analytical skill;
 - Excellent interpersonal communication skills.
 - Exceptional written and oral communication abilities.
 - Proven leadership and managerial skills.
 - Goal oriented.
-

Government Related Experience

**1999-2008 District of Columbia Department of Health
Office of Communications**

As the only Visual Information Specialist for the Department of Health, Mr. Oding brings with him the experience of a seasoned graphics designer. He consistently established and maintained relationships within the department that promoted harmony and facilitated successful completion of projects. He was responsible for the management and operations of graphics and design and provided comprehensive visual aids and presentations for activities of the D.C. Department of Health.

He created and designed graphics for layout of all forms of printed matter including booklets, brochures, newsletters, posters, flyers, logos as well as supporting materials such as computer-based presentations; preparing layouts of camera-ready artwork.

He also provided advice, conceptualization and technical assistance to offices and administrations regarding the appropriateness of design and layout in accordance with the District Government and industry standards.

**1995-1998 District of Columbia Executive Office of the Mayor
Office of Communications**

Mr. Oding produced graphic design material for various mayoral initiatives. As Public Information Specialist for this office, Mr. Oding also wrote press releases and mayoral remarks. He was also the editor of a weekly employee newsletter.

Current Experience

**2008-Present Union Temple Baptist Church
District of Columbia**

As the Communications and Operations Manager, Mr. Oding is capable of handling a wide range of administrative functions. He manages the day-to-day operations of this large church and 10 properties. He also provides direct supervision of church administrative and maintenance staff. He facilitates and coordinates up to 75 activities, meetings, and special events each month. Manages staff payroll and HR benefits. Mr. Oding also designs a plethora of the church's out-reach and in-reach materials, including brochures, flyers, banners, logos, bulletins and souvenir journals.

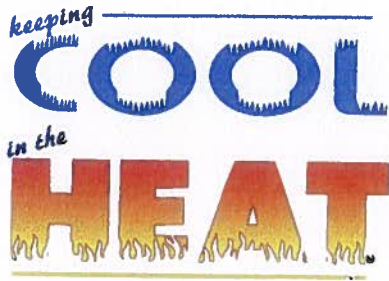
Education

2000-2004 M.Div. Howard University, Washington, DC
1975-1979 B.A. Duquesne University, Pittsburgh, PA

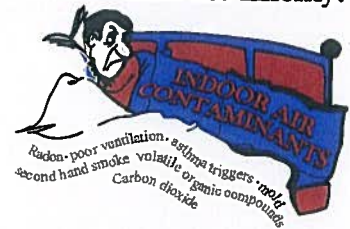
Alimayu Oding

REDACTED

Below are a few samples of graphic representations produced by Alimayu Oding.



Are You Sleeping with the Enemy?

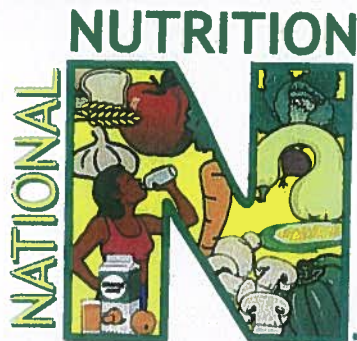


Get Your Home Tested Today
202-535-2302

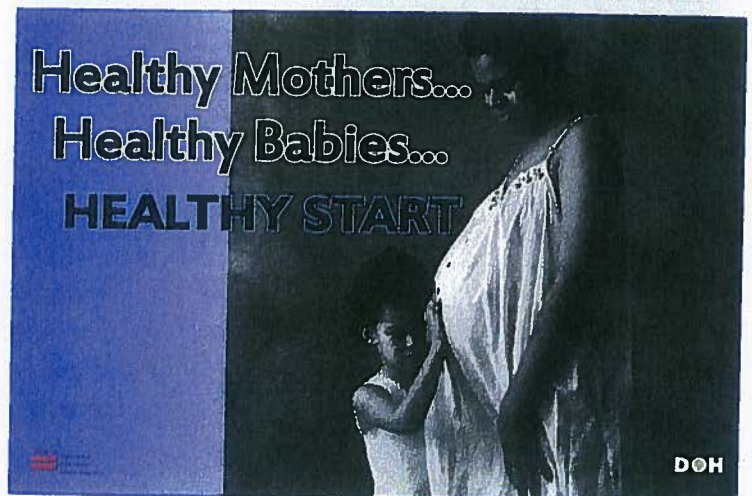
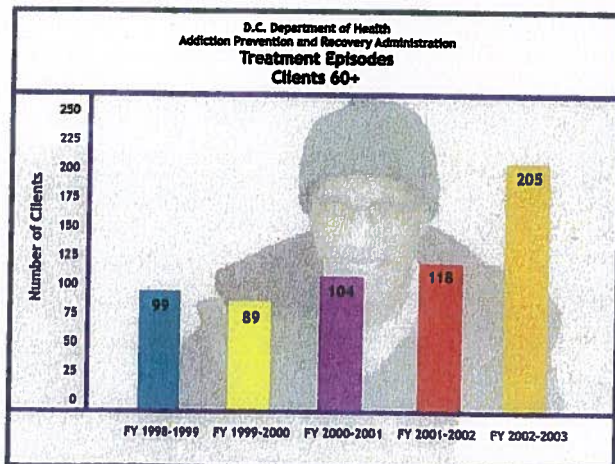
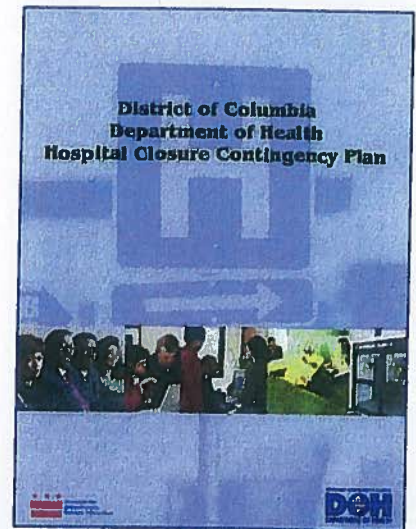
Don't Miss a Shot!!
D.C. Department of Health
Immunization Program



District of Columbia PUBLIC HEALTH MONTH



Food and Nutrition:
Building a Healthy Lifestyle
MONTH



No Shots, No School!



All children who will attend DC public, private or parochial schools must have their immunizations updated before the next school year begins

Let's Have Every Child Immunized Again This Year

Call your child's doctor today to ask about new shots that may be required

Department of the District of Columbia
Department of Health
311

District of Columbia
Department of Health

Maternal & Family Health Administration

Newborn Screening Program

Department of the District of Columbia
DEPARTMENT OF HEALTH
Maternal & Family Health Administration

DC DEPARTMENT OF HEALTH

DC Oral Health Leadership Summit

Coming together to develop strategies for the improvement of oral health in the District of Columbia



July 18, 2003

Department of the District of Columbia
Department of Health

WEST NILE VIRUS




3 of these 10 Women are Experiencing Depression

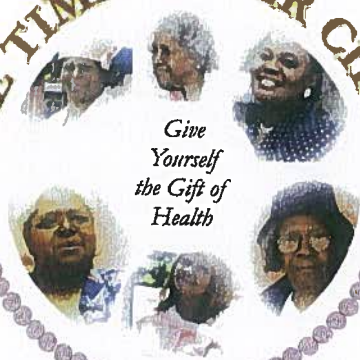


Have you had a baby in the last year?
Are you sad or unhappy most of the time?

Fact: Women experience depression before and or after pregnancy

Call 1-800-MOM BABY for more information

PRIME TIME SISTER CIRCLES



Give Yourself the Gift of Health

NATIONAL PUBLIC HEALTH WEEK
OCTOBER 5-11, 1999
COMMITMENT OF EVERY BODY TO
CLOSING THE GAP
DEPARTMENT OF HEALTH
MOVING BEYOND KNOWLEDGE TO ACTION

Listening 4 Your Health



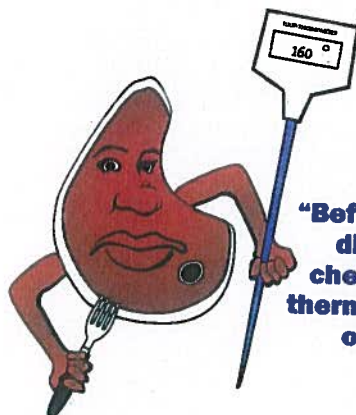
WP:W 89.3 FM & DC Department of Health

FREE IMMUNIZATIONS

Sponsored by
The D.C. Department of Health
Office of Maternal & Child Health
D.C. Healthy Start Project



**Your
Child's
Heel can
be a Key to
Good Health**



“Before you dig in, check the thermometer out.”

Celebrate
MEN'S HEALTH MONTH



Y2K MEDICAID

ALERT!



DEPARTMENT OF HEALTH
DISTRICT OF COLUMBIA

AMERICA

BIOETHANOL

**Educating & Protecting
Employees
& the Public
Against**



PRESIDENT BARACK OBAMA